E/1991/33
E/ICEF/1991/15

# UNITED NATIONS CHILDREN'S FUND

## REPORT OF THE EXECUTIVE BOARD

(22 April-3 May 1991)

## ECONOMIC AND SOCIAL COUNCIL

OFFICIAL RECORDS, 1991

## SUPPLEMENT No. 12

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## NOTE

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# SUMMARY

In accordance with Economic and Social Council resolutions 1988/77 and 1989/114 on the revitalization of the work of the Council, the Executive Board of the United Nations Children's Fund (UNICEF) wishes to highlight the recommendations made and decisions adopted at its 1991 regular session.

The Executive Board, in a decision on the Convention on the Rights of the Child (decision 1991/9), requested the UNICEF secretariat to continue its work to facilitate early ratification of the Convention by Member States. The Board also encouraged UNICEF, taking into account the priority attached to its operational emphasis, to cooperate with developing countries in areas such as reviews of legislation pertaining to children and information and education on children's rights among children, youth and influential groups.

In a decision on the role of UNICEF in follow-up to the World Summit for Children (decision 1991/10), the Board urged the Executive Director to ensure that UNICEF, working under the leadership of the Secretary-General and guided by the Director-General for Development and International Economic Cooperation and in cooperation with other relevant United Nations agencies, as an integrated part of its regular activities, provides full support to developing countries within its mandate, comparative advantage and resources, for the achievement of objectives contained in the Declaration and Plan of Action adopted by the Summit.

By a decision on action to assist the least developed countries (decision 1991/4), the Executive Board called upon the Executive Director to take into account the outcome of the Second United Nations Conference on the Least Developed Countries in all UNICEF activities by pursuing and intensifying efforts to provide support to the countries that are most in need of it and by assisting those least developed countries requesting it to formulate national plans of action benefiting children. In addition, in a decision on reaching the poorest (decision 1991/6), the Board requested the Executive Director to identify, analyse and share - on the basis of the cooperative experiences of UNICEF in the field - information and lessons learned from initiatives that are most effective in reaching the poorest children and their families.

The Board reaffirmed the UNICEF commitment to Africa as the region of highest priority at present and requested UNICEF to undertake all possible measures to continue translating that priority into reality, including raising the levels of assistance to country programmes in Africa and ensuring greater involvement of national institutions and experts in programme conception, implementation, monitoring and evaluation to increase sustainability, cost-effectiveness and national capacity (decision 1991/13). Regarding the Bamako Initiative, the Board urged UNICEF to ensure that the Initiative remained an important element in the implementation of primary health care programmes in Africa and also urged the international community to increase contributions in order to better ensure the effectiveness of the implementation of the Initiative (decision 1991/18).

The Board also called for accelerated programme implementation and emergency responses in Middle East and North African countries and Djibouti

where child survival and protection programmes had been undermined by the effects of the Gulf crisis (decision 1991/14). In a decision on assistance to Palestinian children (decision 1991/15), the Board requested the Executive Director to continue to urgently assess the situation of Palestinian children and women and to provide funds commensurate with their expanding needs.

Regarding Central and Eastern Europe (decision 1991/20), the Executive Board decided, as provided for in decision 1990/5, to maintain the amount of $1 million a year in support of data collection on the situation of children and women in that region, as well as analytical studies, technical workshops and other related materials. UNICEF was also authorized to respond on an exceptional basis to specific requests for support, within normal UNICEF practices.

In another action (decision 1991/21), the Board urged the Executive Director to consider, as requested by General Assembly resolution 45/190 of 21 December 1990, possible technical and other special assistance to children and mothers living in the areas most affected by the accident at the Chernobyl nuclear power plant. The Executive Director was requested to provide, without any diversion of funding from developing countries, all appropriate support and assistance to those children and mothers, in full coordination and cooperation with efforts envisaged by the United Nations system, under the coordinating authority of the Secretary-General, as specified in General Assembly resolution 45/190.

In a decision on emergency operations (decision 1991/19), the Board requested UNICEF, especially when immediate action is required from the United Nations system, to cooperate fully and to coordinate its emergency activities with other United Nations organizations preparing joint appeals, and urged it to respond as soon as possible when implementing coordinated plans of action at the field level. That should be done without hindering UNICEF established capacity to provide, as an interim step and when so requested, immediate and essential humanitarian assistance required by acute emergency conditions. The Board also decided that the level of the Emergency Fund should be increased to $7 million.

Deeply concerned with the tragic human aftermath of the devastating cyclone in Bangladesh, the Executive Board appealed to the international community to assist in alleviating the situation in every possible way and requested the Executive Director to continue and intensify UNICEF efforts and, in coordination with other United Nations agencies, to reduce the suffering of children and women affected by the cyclone (decision 1991/8).

Also concerned by the magnitude of the cholera epidemic in Peru, its spread to Ecuador and the fact that it was beginning to reach other countries in Latin America and the Caribbean, the Board urged the Executive Director to continue to use his good offices to obtain the necessary funds to reach the emergency request of $2 million to provide treatment to victims of cholera and other measures to stop the further spread of the disease. The Board also called upon the Governments concerned to collaborate with UNICEF and the World Health Organization (WHO) and its Global Cholera Control Task Force in designing a special integrated programme focusing on prevention in the short and medium term, with the aim of preventing cholera from becoming endemic in the region (decision 1991/5).

Regarding the Children's Vaccine Initiative, the Board urged UNICEF to focus its contribution within the international action for the Initiative on activities immediately related to improved sustainability and accessibility of immunization programmes by improving the national capacity of developing countries in areas such as improvements in the efficiency of service delivery and the reduction of drop-out rates. The Board also approved $2 million ($1 million in 1991 and $1 million in 1992) from general resources and $10 million ($5 million in 1991 and $5 million in 1992) in supplementary funds to support activities of the Initiative (decision 1991/16).

The Board approved a total of $576,786,916 from general resources and $809,007,000 for supplementary funding for programme cooperation in Africa, Asia, Latin America and the Caribbean and the Middle East and North Africa, as well as for interregional and other programmes (decision 1991/12), the Children's Vaccine Initiative (decision 1991/16) and for raising the ceiling of the Emergency Reserve Fund (decision 1991/19).

The Board also called upon the UNICEF secretariat to formulate concrete plans for the contribution of UNICEF to the International Year for the World's Indigenous People (1993), in collaboration with organizations of indigenous people (decision 1991/7).

In a decision on the role of UNICEF in support of sustainable national health-care systems (decision 1991/11), the Board requested the Executive Director to encourage UNICEF country representatives to contribute significantly at the country level, in cooperation with national Governments and in coordination with other multilateral and bilateral agencies, to achieving broad consensus on the sector-wide policies required for revitalizing each country's national and local health-care systems.

With regard to the role of UNICEF in the promotion and support of breast-feeding, the Board recommended that the Innocenti Declaration on the Protection, Promotion and Support of Breast-feeding be the basis for UNICEF policies and action in support of infant and young child feeding (decision 1991/22). In a decision on the role of UNICEF in combating acquired immune deficiency syndrome (AIDS), the Board urged the Executive Director to take immediate further steps, in consultation and cooperation with WHO, to develop a strategy to combat the spread of AIDS within the policy framework of decision 1988/7, taking into account UNICEF experience to date and the leading role of WHO in the overall coordination of international efforts to combat AIDS (decision 1991/23).

The Board also decided to amend the criteria governing the election of UNICEF representatives on the UNICEF/WHO Joint Committee on Health Policy and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education (decision 1991/3). By a decision on global and interregional programmes and other special-purpose funds (decision 1991/17), the Executive Board requested the Executive Director to consider reducing the number of separate funds through, *inter alia*, merger or consolidation of those with similar objectives and characteristics. The Executive Director was also requested henceforth to submit to the Board consolidated reports and proposals for approval of programme support funds, global reserves and interregional programmes, so as to enable a comprehensive review of UNICEF requirements in those areas.

The Executive Board approved the medium-term plan as a framework of projections for 1991-1994 (decision 1991/24) and two decisions regarding the income and financial reports of greeting card and related operations (decisions 1991/35 and 1991/36). In its decision 1991/28, the Board (a) approved the revised budget estimates for the biennium 1990-1991 in the amount of $327,172,600; (b) agreed to maintain the current structure of the Division of Information and the Division of Public Affairs pending a review in the context of the medium-term plan; (c) accepted the estimates of reimbursable procurement income for the 1990-1991 revised budget; (d) decided to maintain the current placement of internal auditors pending a review; (e) approved the revised estimates of income related to the budget estimates for the biennium 1990-1991 in the amount of $25 million; and (f) approved the revised estimates of income related to the budget estimates for the biennium 1992-1993 in the amount of $25 million. The Board also approved the budget estimates for the biennium 1992-1993 in the amount of $390,954,307 (decision 1991/29).

The Board (a) requested the Executive Director to present to the Board in 1992 a proposal for a cost-effective, long-term office strategy for UNICEF headquarters (decision 1991/27); (b) requested the Executive Director to carry out an in-depth study and analysis of the structure and format of budget documents (decision 1991/30); (c) decided to consider at its 1992 session the need for a review of the administrative and management structure at UNICEF headquarters (decision 1991/31); (d) called upon the secretariat to expand recruitment from developing countries for international Professional posts (decision 1991/33); and (e) decided that the draft model Basic Cooperation Agreement would be thoroughly discussed at the 1992 session (decision 1991/34).

The Board also noted a series of UNICEF financial reports (decision 1991/25); the financial report for the World Summit for Children and Summit-related activities (decision 1991/26); and a report on the composition of all international Professional core staff and international project staff (decision 1991/32).

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# I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund (UNICEF) held its 1991 regular session at United Nations Headquarters from 22 April to 3 May 1991. Officers of the Executive Board for the period 1 August 1990 to 31 July 1991 were as follows:*

Chairman: Mrs. Lisbet Palme (Sweden)

First Vice-Chairman: H.E. Ms. Mira Seth (India)

Second Vice-Chairman: Dr. Vaclav Vacek (Czechoslovakia)

Third Vice-Chairman: H.E. Mr. Ramiro Piriz Ballon (Uruguay)

Fourth Vice-Chairman: Ms. Chipo Zindoga (Zimbabwe)

Chairman, Programme Committee: Mr. Gabriel N. Fernandez (Liberia)

Vice-Chairman, Programme Committee: Dr. Iftekhar Ahmed Chowdhury (Bangladesh)

Chairman, Committee on Administration and Finance: Mr. Frederick Ward (Canada)

Vice-Chairman, Committee on Administration and Finance: Mrs. Judith Springer (Barbados)

2. The agenda of the 1991 session, as adopted, is contained in document E/ICEF/1991/1/Rev.2. A list of documents issued in connection with the 1991 session is contained in document E/ICEF/1991/INF/1. The Programme Committee, sitting as a committee of the whole, met from 24 to 29 April and 3 May 1991 (the report of the Committee is contained in annex I). The Committee on Administration and Finance, also sitting as a committee of the whole, met from 29 April to 3 May 1991 (the report of the Committee is contained in annex II).

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* The Executive Board, with its membership as at 1 August 1991, will hold its organizational session to elect officers for the period 1 August 1991 to 31 July 1992 at United Nations Headquarters on 5 June 1991. The report on the organizational session will be contained in document E/ICEF/1991/16.

## II. PLENARY MEETINGS

### Awards

#### UNICEF Maurice Pate Award

3. The 1991 UNICEF Maurice Pate Award (E/ICEF/1991/P/L.1), was presented to the Child-to-Child Trust of the United Kingdom. The award, decided upon at the winter organizational session held at United Nations Headquarters on 5 February 1991 (see chap. IV, decision 1991/1), noted the success of the innovative approach of the Child-to-Child Trust in channeling the power of children in carrying primary health care (PHC) messages to younger children, their peers, families and communities. The Trust, jointly sponsored by the Institute of Education and the Institute of Child Health of the University of London, has helped to spread Child-to-Child ideas and activities through a network of health and education workers to over 70 countries worldwide.

#### Staff Awards

4. The Executive Director announced that the 1991 Staff Awards had been presented to Bernard Gilbert, Senior Project Officer for Water and Sanitation in Hanoi, Viet Nam, for his outstanding performance in increasing substantially the coverage of the water supply and sanitation programme in that country; Martin Murama, Logistics Officer in Dakar, Senegal, who had been the driving force behind the acceleration of the expanded programme on immunization (EPI) in that country; Kidar Nath, gardener at the UNICEF office in New Delhi, India, for his total dedication, commitment and pride in his work; Rudolph Hoffman, Deputy Director of the Geneva Office, for his total dedication and competence; Asdghik Andonian, Administrative and Finance Assistant in Baghdad, Iraq, for her bravery, leadership, stamina and high morale during the Gulf crisis; the staff of the Bogra Zone Office in Bangladesh, for their outstanding work in achieving universal child immunization (UCI) in the Rajshahi division; and Michael Shower, Counsellor to the Executive Director, for his dedication to UNICEF goals and for his efforts during the World Summit for Children.

### Programme matters

5. Virtually all delegations recalled the groundbreaking and historic achievements on behalf of children that had marked 1990 and in which UNICEF had played such a pivotal role, notably the World Summit for Children (see also paras. 7-11 below, chap. IV, decision 1991/10 and annex I, paras. 10-20), the World Conference on Education for All, the entry into force of the Convention on the Rights of the Child (see also para. 12 below, chap. IV, decision 1991/9 and annex I, paras. 3-9) and the achievement of UCI (see also para. 13 below and annex I, paras. 21-27). However, delegations also noted the looming challenges - including the world-wide economic recession, the external debt crisis and low commodity prices affecting many developing nations, environmental degradation, the tolls exacted by acquired immune deficiency syndrome (AIDS), natural disasters and wars - that jeopardized dramatically the well-being of children and vulnerable social groups.

6. A number of Board members warned that a weakened world economy would result in severely curtailed development spending in the coming years that would affect the growth of programmes. However, speakers expressed their resolve, despite the difficulties, to continue to help ensure that children received first call on national and international resources, and one concluded that children in need all over the world could find no better champion for their cause than UNICEF.

## Achieving the goals of the World Summit for Children

7. Delegations were unanimous in acknowledging the success of the World Summit for Children as a cornerstone for future accomplishments on behalf of children. Recalling the words of Prime Minister Mulroney of Canada at the close of the Summit that "the real work begins now", many delegations described actions their Governments were considering or had already taken to implement national programmes of action, as called for in paragraph 34 of the Summit Plan of Action, including the creation of new government ministries with responsiblity for children, the establishment of children's rights councils or commissions and the enactment of national laws for the specific protection of children. Some delegations pointed out that regional bodies had played effective roles in the preparation of national programmes of action. One delegation urged countries that had not taken steps to develop programmes of action to do so, and another encouraged UNICEF to assist countries in the process where possible.

8. In discussing appropriate actions to follow-up the Summit, as detailed in document E/ICEF/1991/12, several delegations felt that UNICEF had an important role to play in assisting countries to develop their national monitoring and evaluation capacities. One delegation called for the actions of Governments, countries, corporations and even individuals to be analysed to determine their effects on children. Another delegation suggested that National Committees for UNICEF could serve as catalysts in setting up monitoring bodies. Several other delegations cautioned that the role of UNICEF was to be supportive and catalytic and that the organization would achieve the best results through the strengthening of traditional programme activities.

9. One delegation reminded the Board of its own responsibility to give UNICEF precise guidance on its role in Summit follow-up and advised the organization to maintain a strong focus on operational activities, which were described as an area of clear comparative advantage for UNICEF. Another delegation pointed out that the Summit offered UNICEF unique opportunities for planning and evaluation, contributing to national capacity-building, providing training and ensuring the technical and financial sustainability of programmes and the participation of local communities.

10. Delegations were keenly aware that developing countries faced serious economic obstacles in their struggle to implement successful national programmes of action. In acknowledging this, one delegation called for improved data to better understand the situation of the poor, as well as for economic reforms to encourage economic growth. To help ensure that children derived concrete benefits from aid budgets, it was felt that child-specific actions would be needed in the context of broader national development programmes. It was felt that despite their importance, basic services

projects and integrated rural programmes might not necessarily be of direct benefit to children. Therefore, in all such initiatives, it was important to keep children clearly in focus.

11. Implementation of the Summit Plan of Action be one delegation as contingent upon economic growth, poverty alleviation, human resource development and environmental protection. One delegation urged donor countries to intensify efforts to reach target assistance levels of 0.7 per cent of gross national product. (See chap. IV, decision 1991/10 and annex I, paras. 10-20.)

## The Convention on the Rights of the Child

12. Numerous Board members expressed their Governments' commitment to the Convention on the Rights of the Child as the legal framework for carrying out actions of benefit to children, with several pointing to its guidance in assisting children in especially difficult circumstances (see also paras. 35-36 below), including those affected by war, disabled and street children, and in helping to reduce gender disparities. Many noted that their Governments had already signed and ratified the Convention, while others described the ratification procedure as being under way. One delegation strongly urged countries that had not ratified the Convention to do so as soon as possible. Several delegations reported that their Governments had revised national laws in accordance with the principles of the Convention. Another delegation said that the Convention, along with the Summit Plan of Action, constituted guidelines on which UNICEF could base strategies for the 1990s, depending on the priorities and absorptive capacities of countries. (See chap. IV, decision 1991/9 and annex I, paras. 3-9.)

## Universal child immunization and vaccine initiatives

13. Many Board members spoke with a sense of pride about the achievement of UCI, which was detailed in documents E/ICEF/1991/8 and Add.1. However, it was also recognized that for some antigens and in certain parts of the world, particularly in Africa, further efforts were required. In addition, one delegation, citing his own country's experience, called the Board's attention to the need for regional surveillance in ensuring the eradication of polio, which could recur despite high immunization levels in a country if the virus were present in neighbouring countries. A suggestion was also made for UNICEF to support countries in their efforts so include immunization against hepatitis B as part of EPI (see also para. 23 below and annex I, paras. 21-27).

14. A number of countries expressed support for the Children's Vaccine Initiative (E/ICEF/1991/P/L.31) and the vaccine independence initiative (E/ICEF/1991/P/L.41), noting expressly that these would need to be undertaken with the full collaboration of the World Health Organization (WHO). (See chap. IV, decisions 1991/16 and 1991/12, respectively, and annex I, para. 27.) However, one delegation raised the objection that such initiatives did not fall within the UNICEF mandate, although improved vaccines could be tested in UNICEF-assisted programmes.

## UNICEF activities in Africa

15. Responding to the deteriorating health profile of the African child and the devastating consequences of continued economic instability, drought, apartheid and civil wars in the continent, as detailed in the statements of Board members and in documents before the Board, numerous delegations affirmed their support for the priority focus UNICEF placed on Africa as the region of greatest need.

16. Delegations from the continent noted that one third of the world's refugees and displaced persons were in Africa and that sub-Saharan Africa would have the greatest proportion of the poor of any region of the world by the year 2000. They cited the continent's commitment to continue to give high priority to the needs of children, announcing that 16 June had been declared the Day of the African Child. Delegations expressed appreciation for the support the continent had received, but urgently hoped that greater assistance would be available to respond to the serious and persistent problems. In a similar vein, one delegation expressed the hope that Africa's relative share of UNICEF resources would increase in the next few years. Another delegation announced the intention of its Government to increase its level of assistance to Africa by approximately 50 per cent during the 1990s.

17. The effects of apartheid, on children in particular, and apartheid-related conflicts and destabilization that have devastated the lives and livelihoods of millions in the south of the continent were deplored. Delegations, regretting the continuing emergencies on the continent, also expressed concern that large portions of emergency appeals for Africa remained unfunded. Several delegations also noted with concern the tolls on children taken by malaria and AIDS (see also para. 20 below) and hoped that renewed efforts would be made in response. (See chap. IV, decision 1991/13 and annex I, paras. 41-53.)

## The Bamako Initiative and primary health care

18. The UNICEF focus on assisting communities to build basic health services within an integrated PHC framework was commended, with many delegations calling for further strengthening of the approach. In this connection, delegations also expressed clear approval for the Bamako Initiative (E/ICEF/1991/L.6), which had revitalized the delivery of PHC services, making them more accessible, affordable and sustainable, and which offered great promise in meeting health challenges in developing nations, particularly in Africa where the needs were enormous.

19. Delegations of countries that had implemented the Bamako Initiative described the benefits derived, including a renewed confidence in public sector health care among users and an enhanced ability of communities to manage and finance their own health services. The Executive Board was also told that heads of State or Government attending a meeting of the Southern African Development Coordination Conference early in 1991 had fully endorsed the Bamako Initiative as a means of revitalizing PHC on a sustained basis in Africa, especially at the community level. One delegation pointed to the need for integrating drug delivery arrangements undertaken through the Initiative with other PHC activities. Another delegation urged continued vigilance by

UNICEF to ensure that new financing methods for health services did not inadvertently prevent the poor from receiving care. (See chap. IV, decision 1991/18 and annex I, paras. 77-86.)

### Acquired immune deficiency syndrome

20. Many delegations expressed concern about the impact of AIDS on children around the world, but particularly in Africa, and the potential for the disease to undermine hard-won child survival gains. Several delegations underscored the need for public education and AIDS control programmes, while others emphasized the need for programmes addressing the increasing numbers of AIDS orphans. UNICEF was strongly supported in its efforts to develop an appropriate response to the growing problem and was encouraged to expand and accelerate its efforts in close collaboration with WHO. (See chap. IV, decision 1991/23 and annex I, paras. 19, 38, 44 and 134-136.)

### Sustainability and national capacity-building

21. Several delegations stressed the importance of ensuring programme sustainability and the related significance of national capacity-building in this regard. Referring to a perceived emphasis on initiatives that produced spectacular, short-term and quantifiable results, one delegation called on UNICEF to undertake a more integrated approach to programmes that would encourage capacity-building and sustainability. Another delegation noted that while quantitative targets could be important measures of progress, they were not inherent objectives of UNICEF, whose orientation must be to nourish national capacities to provide and manage health, education and basic social services.

22. Monitoring and evaluation were described as essential components in such a process. One delegation stressed the need for analysis to detail the ability of countries to prepare and carry out initiatives themselves and to assess the durability of those initiatives and their impact in an effort to encourage lasting economic and social development. Another delegation suggested that the use of local consultants and experts in country programme activities would help to improve programme sustainability.

23. Board members expressed great satisfaction that UNICEF had helped to save children's lives through UCI. However, several Board members explained that high immunization rates reflected success only if they were maintained, and noted that the criteria for success should include not only the numbers of children vaccinated, but also how much the immunization process contributed to the capacity of a country or region to immunize its children and monitor their health (see also paras. 13-14 above).

24. A number of delegations expressed gratitude to UNICEF for assistance in developing sustainable structures. One Board member referred with appreciation to the self-sustaining primary health care facilities, as well as other programmes, that had been successfully developed in his country. Another delegation noted that community awareness and participation in cost recovery were crucial in building sustainable programmes. (See chap. IV, decision 1991/11 and annex I, paras. 24-25, 51 and 125.)

## Women in development

25. Referring to persistently high rates of maternal mortality, female illiteracy and the lack of autonomy and decision-making authority among women, numerous delegations commended UNICEF programmes for women as detailed in the progress report (E/ICEF/1991/L.5) (see also annex I, paras. 34, 47 and 101-114). They cited in particular the development of a five-pronged strategy to improve gender sensitivity and responsiveness in UNICEF programmes and actions to assist the girl child. However, many spoke of the need for greater efforts and expanded programming approaches to improve women's status and address their needs. One delegation expressed its concern that only 30 per cent of UNICEF country programmes were responding satisfactorily to Executive Board policy on women and girls. Many delegations recounted their Governments' efforts on behalf of women, including the establishment of national women's councils or bureaux and the ratification of the Convention on the Elimination of All Forms of Discrimination Against Women.

26. A number of delegations stated their conviction that improving women's lives, encouraging their active participation in development and enhancing their status would immeasurably enhance the well-being of children and of societies in general. Strategies suggested to help achieve this goal included the dissemination of simple technologies that foster women's active participation; the extension of credit facilities; improved access to basic literacy programmes and health services; women's inclusion in the planning, implementation and management of development activities; the provision of affordable child-care facilities; and programmes to delay marriage, prevent teenage pregnancies and help keep girls in school.

## Family planning

27. A number of delegations urged UNICEF to give higher priority and increased attention to family planning in all aspects of programme planning, advocacy and implementation. One delegation argued that without an aggressive and immediate family planning programme, in 10 to 15 years the world would face a population explosion as a result of the millions of lives saved by child survival programmes.

28. Supporting this view, another delegation said that access to family planning had to be secured as part of the right of women to control their bodies and of children to proper care, which was related to family size. The delegation urged that the Executive Director's report deal with family planning more fully and in greater detail in 1992 than it had in 1991. Pointing to the impact that high population growth has on the environment and the quality of life, other delegations reiterated the need for close collaboration with WHO and the United Nations Population Fund (UNFPA) in addressing this important issue (see also annex I, paras. 37, 45 and 132).

## Emergency operations

29. Appreciation was expressed for the rapid and effective efforts of UNICEF in relieving the suffering of children and women in both natural and man-made disasters and for the innovative approaches that had been employed, such as corridors of peace in the Sudan and days of tranquillity in El Salvador. Tribute was also paid to UNICEF for the assistance rendered to children whose

lives had been devastated by war and civil strife in Liberia, Lebanon, Kuwait and Iraq and to Kurdish refugee children. Several delegations said that the responsiveness and resourcefulness UNICEF demonstrates in emergencies could serve as a model on which other agencies might base their emergency responses.

30. However, a number of delegations said that the increasingly complex emergency situations confronting the world demanded ever more sophisticated and more closely coordinated responses. Although recent adjustments to the emergency response structure of UNICEF were described as encouraging and UNICEF was said to enjoy a comparative advantage in responding to emergencies, many delegations nevertheless emphasized the need for substantial improvements in the coordination and mutual reinforcement of emergency responses by the agencies and organizations of the United Nations system.

31. Noting that the war in the Gulf had highlighted the need to clarify the role of UNICEF in emergencies, one Board member called for the establishment of a coherent international response to disasters; with an effective division of tasks between relevant organizations according to comparative advantages, a call echoed by a number of delegations.

32. One delegation described the emergency situation in his country as a result of a cholera epidemic, with mortality levels controlled through the use of oral rehydration salts, but with the disease exacting a serious toll on the poorest and most vulnerable sections of society and threatening to become a permanent structural obstacle, both in his nation and in other countries in the region to which it had spread. The Board member requested support from the Executive Board in helping to meet the challenge (see chap. IV, decision 1991/5). Similarly, two delegations made appeals for medical equipment and relocation and other assistance on behalf of the women and children affected by the accident at the Chernobyl nuclear power plant (see chap. IV, decision 1991/21 and annex I, para. 98). Citing the percentage of funds allocated for emergencies between 1991 and 1994, and the rising number of emergencies in the world, another delegation suggested that the percentage of funds allocated to emergencies be raised to 10 per cent if additional supplementary funds became available. (See chap. IV, decision 1991/19 and annex I, paras. 48, 54, 57 and 87-100.)

## Central and Eastern Europe

33. The concern that development resources, already inadequate for the challenges confronting the developing world, would be directed to Eastern European countries caused delegations from a number of both developing and industrialized nations to urge restraint. Several delegations noted that the UNICEF mandate referred to developing nations and felt that to commit scarce resources to relatively well-off countries would divert assistance from countries in desperate situations. However, others remarked that UNICEF should accept the new challenge of assisting Eastern European nations, while continuing its priority focus on Africa and developing countries in Latin America and elsewhere.

34. Several delegations observed that decision 1990/5 (E/ICEF/1990/13) remained valid and relevant with regard to Central and Eastern Europe and should define the parameters of UNICEF involvement. One delegation emphasized the need for UNICEF to dispatch a mission to the region to assess the

situation, after which the Executive Board would be briefed in detail to enable it to make clear policy decisions in the matter. Remarking that solidarity always fosters solidarity, another delegation felt that new initiatives could be launched in the area without prejudice to developing nations, based on a comprehensive evaluation of the situation of the region's children. (See chap. IV, decision 91/20 and annex I, paras. 98-100.)

## Children in especially difficult circumstances

35. The plight of children in situations of armed conflict was stressed in many interventions, with delegations citing the terrible tolls inflicted on children by wars in Africa and the Persian Gulf. UNICEF was commended for its efforts to relieve their suffering and was urged to continue improving its emergency response function. Many delegations expressed approval for the creative solutions UNICEF has devised for the problems of street children. Numerous examples were given of national initiatives on behalf of children in especially difficult circumstances, including programmes to prevent juvenile delinquency, to protect teenagers from infection with the human immune deficiency virus, to deinstitutionalize orphaned and disabled children and to strengthen families.

36. One delegation expressed concern that the important goal of providing improved protection for children in especially difficult circumstances in the Summit Plan of Action was not quantified. As a result, it was felt, inadequate resources might be allocated to analysing the situations and improving the lives of the many working children, those forced into prostitution, those in prison or living in slums or refugee camps, those affected by war or abandoned or abused, or otherwise living in difficult circumstances. UNICEF was also encouraged to make particular efforts on behalf of Palestinian children (see chap. IV, decision 1991/15 and annex I, paras. 54 and 58) and Kurdish children, and to consider how best to respond to the effects of rapid urbanization on children (see also annex I, paras. 9, 55, 62 and 71-73).

## Structural adjustment and debt relief

37. Unmanageable external debt burdens that consume disproportionate amounts of the national budgets of indebted countries in service costs and the exigencies of structural adjustment programmes that seriously affect a nation's most vulnerable women and children were identified by numerous Board member countries as major constraints to social and economic development. Delegations reiterated that human suffering was greatly exacerbated by the economic reforms mandated by structural adjustment. Elaborating on the social costs of structural adjustment, one delegation pointed out that other effects less well known than those of human hardship were also seriously damaging. They include a deterioration in public institutions and the depletion of the human resource base of nations, with highly qualified public service personnel forced to emigrate because of the drastic currency devaluations and steep price increases that the policies imposed.

38. Several delegations, who said that they believed the reforms their Governments were implementing would be successful in the long term, asked for assistance in alleviating the policies' serious short-term effects. Moreover, one delegation asked that the viability of structural adjustment as the sole model for bilateral donor/recipient cooperation be more rigorously questioned.

39. The concept of restructuring the donor/recipient relationship set forth in the Executive Director's report (E/ICEF/1991/2 (Part I)) was warmly welcomed by numerous delegations, one of which expressed its Government's readiness to continue to develop debt reduction activities in cooperation with UNICEF. Debt restructuring was hailed by another delegation as an intellectual innovation by UNICEF comparable in significance only to its advocacy of adjustment with a human face, which had helped to refocus and clarify the development debate in the 1980s.

40. However, two Board members expressed reservations about UNICEF involvement in debate or activities concerning debt, saying that the organization was not the most appropriate forum for such a topic. One said that UNICEF should exercise care not to expand its activities beyond its mandate, particularly to issues such as debt and the environment, which were more properly dealt with in other forums.

## UNICEF and the operational activities of the United Nations system

41. The policies and principles set out in the international development strategy for the Fourth United Nations Development Decade, approved by the General Assembly in 1990, were endorsed by several delegations which called on the secretariat to implement General Assembly resolution 44/211. Another delegation said that General Assembly resolution 45/127 deserved emphasis. One delegation suggested that UNICEF should contribute to the preparation of reports requested by the Economic and Social Council and the General Assembly on the issue. Another delegation said that inter-agency cooperation at the field level could be bolstered through the sharing of a field office by different United Nations organizations, thus improving coordination and reducing duplication of efforts and administrative costs at the same time.

## Other programme matters

42. Delegations attached considerable importance to efforts to ensure that children attain basic levels of education, to improve the educational status of women and to integrate the role of education into the comprehensive approach of programmes, within the context of the World Conference on Education for All. Water supply and sanitation activities were also strongly supported, with one delegation reporting on significant progress in the control of *dracunculiasis* as a result of UNICEF-assisted health education and water supply programmes. The success of activities in the control of diarrhoeal diseases (CDD) was noted, with particular reference to the effectiveness of oral rehydration therapy in limiting mortality in the cholera epidemic in South America. Similarly, credit was paid to programmes for the control of acute respiratory infections (ARI), and it was hoped that both CDD and ARI interventions would be pursued even more intensely during the decade. Several delegations emphasized the need for strong nutritional components, advocacy for breast-feeding (see chap. IV, decision 1991/22 and annex II, para. 133) and support for the training of traditional birth attendants in PHC and other activities.

## External relations

### A review of UNICEF external relations

43. Several delegations commended the steps taken to make the external relations function more effective and more integral to UNICEF, with one citing in particular the improved structural cooperation between the Division of Information, the Programme Funding Office, the Greeting card and related operations and the Division of Public Affairs. The restructuring and strengthening of the Geneva Office were also commended, as was the improved support for National Committees for UNICEF from the Division of Public Affairs. Another delegation expressed the hope that UNICEF would continue to strengthen the overall management and cost-effectiveness of its external relations component, as recommended in Executive Board decision 1990/14 (E/ICEF/1990/13). Delegations welcomed the prospect of a substantive review of external relations, in the context of the valuable recommendations of decision 1990/14, at the 1992 Executive Board (see also annex I, paras. 115-122).

### Social mobilization and advocacy

44. The plenary discussion of social mobilization and advocacy revealed the close relationship of these issues to those of programme sustainability and capacity-building. Social mobilization and advocacy were cited by a number of delegations as fundamental components of the complex of actions and processes that build capacity and sustain programmes. Delegations recognized the invaluable contribution of advocacy and social mobilization activities in generating awareness of and support for actions to benefit children. The entry into force of the groundbreaking Convention on the Rights of the Child and the achievement of UCI were cited as examples of the success of the concerted efforts of countless advocates for children to mobilize and motivate communities and Governments. However, delegations expressed concern about the relative weight of these activities *vis-à-vis* programme delivery activities. UNICEF was urged by one delegation to strike a balance between basic programme delivery and social mobilization and advocacy activities that favoured programme delivery. One delegation said that the relative weight of advocacy activities should not be increased, while another Board member recommended that fewer resources be devoted to promotional activities and much more to enhancing the quality of assistance and its effective absorption by recipient countries (see also annex I, paras. 18, 32 and 106-107).

### National Committees for UNICEF, non-governmental organizations and other partners

45. A number of delegations underscored the invaluable contributions made by National Committees, non-governmental organizations (NGOs) and other collaborators to child survival and development, and without whom the notable successes of the Convention on the Rights of the Child and the World Summit for Children would have been impossible. It was observed that national capacity-building and programme sustainability were enhanced by the relationship between UNICEF and its partners, and changes in behaviour and attitudes were also directly affected. Moreover, several delegations praised the success of National Committees in fund-raising, including increased sales of UNICEF greeting cards and products, and successful donation campaigns.

Another delegation praised the assistance extended by National Committees in Western Europe to countries in Eastern Europe that were undergoing difficult economic and social transitions. The Chairperson of the Standing Group of National Committees for UNICEF addressed the Executive Board on a wide range of issues.

## Administrative and financial matters

### Budgetary issues

46. A number of delegations raised the issue of the transparency and clarity of the budget and many expressed a desire to see a more "user-friendly" format and presentation of the budget (E/ICEF/1991/AB/L.1 and Add.1) in the future. Several delegations said that they shared many of the concerns voiced in the report on the budget by the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1991/AB/L.10). While a number of delegations said they wished to reserve their specific comments for discussion in the Committee on Administration and Finance, several mentioned specific problems, such as concern over an apparent increase in administrative costs in relation to total expenditures, the lack of a clear breakdown in the budget document of the various components of expenses and items, the request for additional office space at headquarters and a trend towards a top-heavy structure at headquarters. One delegation said that it would appreciate seeing the proportions of expenditures devoted to staff costs, equipment, investment and other operational costs clearly reflected. Another delegation proposed that the Executive Board take a decision outlining the budget preparatory process, its timetable, the contents of the budget proposal and the involvement of the Executive Board in it. Another said that it was important for the Board to exercise its budgetary prerogatives more strictly and offer a level of guidance to the secretariat and receive a higher level of accountability from the secretariat (see also annex II, paras. 17-43).

47. Several delegations asked UNICEF to improve the timing of its budget submission to the Advisory Committee to give Board members more time to review their remarks. One delegation proposed that the Board extend an invitation through the Chairman of the Executive Board to the Chairman of the Advisory Committee to attend and address the Committee on Administration and Finance (see also annex II, para. 18).

### Income projections

48. A number of delegations felt that the budget contained very optimistic income projections that did not accurately reflect the economic constraints facing donors. They pointed out that UNICEF could not expect to sustain the growth in resources experienced in the 1980s and that available resources should be used, therefore, in the most efficient way to carry out country programmes. It was also felt that the secretariat needed to increase its fund-raising efforts, especially in industrialized and some developing countries that are able to contribute more. In a similar vein, another delegation called on those able to do so to increase their contributions to general resources.

## Staffing questions

49. Delegations expressed their high regard for the work and high level of competence of UNICEF staff, particularly those in the field. However, concern was expressed about the apparent increase in headquarters staff, some of whom appeared to be financed from project funds such as the interregional fund for programme preparation, promotion and evaluation (IFPPE), which Board members felt was a diversion of resources from programme delivery in the field. One delegation suggested that UNICEF should implement a zero growth option for headquarters staff, while others strongly reaffirmed their commitment to strengthen UNICEF staff in the field. However, several delegations supported the staffing proposals in the budget, with one describing UNICEF as one organization serving children with two arms, both of which must be strengthened. Addressing the issue of the limited percentage of UNICEF staff from developing countries in relation to total staff, particularly at senior levels, the Executive Board also approved a recommendation calling on the secretariat to expand recruitment from developing countries for international Professional posts, both at headquarters and in the field. Expressing concern over the upgrading of posts proposed in the budget, several Board members said that they would discuss the issue in the Committee on Administration and Finance (see also annex I, paras. 50 and 96 and annex II, paras. 33-41). (See chap. IV, decisions 1991/27, 1991/28, 1991/29, 1991/30, 1991/31 and 1991/33.)

# III. OTHER MATTERS

## Future work and procedures of the Executive Board

50. The Chairman of the Executive Board presented a discussion paper on the future work and procedures of the Executive Board (E/ICEF/1991/CRP.6).

### Documentation

51. Concern was expressed about the number and specificity of reports requested by the Board. Some delegations feared that these requests placed an excessive burden on the secretariat and would not necessarily facilitate the Board's decision-making process. The secretariat was urged, instead, to focus on improving the quality and transparency of those reports that were truly needed for decision-making.

52. Regarding documentation for the 1992 session, several delegations commented on the number of reports requested in decisions of the Board and one delegation pointed out that the 1991 session of the Board had violated the 1990 decision to keep the number of requests for new documents to a minimum. It was agreed that at its meeting in June, the Bureau of the Executive Board should review the requests in order to rationalize the number of reports for the 1992 session and to propose possible consolidation of some. One delegation warned against the trend towards incorporating numerous requests for information into the Executive Director's report, since this document could become an unmanageable and voluminous compilation of reports on various topics. In commenting on the proposals contained in document E/ICEF/1991/CRP.6, another delegation stated that further biennialization of reports did not appear feasible at this time.

53. Regarding the length of regional reports, one delegation said that the Board's guidelines may have been overly limiting, which had adversely affected the quality of the reports. However, another delegation stressed the importance of ensuring quality in shorter documents, expressing concern about the lack of key statistics and tables. The same delegation suggested that the specific agenda item be added to all documents, as well as budget and personnel implications as requested in decision 1990/1 (E/ICEF/1990/13). It was also recommended that the length of country programme recommendations should remain unchanged.

### Decision-making process

54. With regard to the submission of draft proposals, one delegation suggested that the deadline for their submission be set for 24 hours from the conclusion of the debate on the relevant item to allow time for all comments to be taken into account. The same delegation also called upon the Bureau to encourage the Board to draft substantive, not declaratory, proposals, with far fewer preambular paragraphs, as was being done successfully in other United Nations bodies. Preambular paragraphs should be necessary only to give references essential to understand the purport of the draft proposal and to set it in context. Another delegation said that draft proposals should not be routinely referred to drafting sessions, which should be reserved for those proposals on which there was no consensus.

55. One delegation expressed concern about the proliferation of decisions adopted at the 1991 regular session of the Executive Board and, in particular, about the character of many of the decisions on programme issues, especially those on specific emergency situations in specific countries or regions. It was felt that the secretariat's work should be guided by decisions concentrating on matters of general importance and that the singling out of certain countries or regions as priority areas through the adoption of specific Board decisions beyond the well-established criteria for priorities could weaken the organization's proven response capacity and lessen attention to children's needs in other parts of the world equally affected by emergencies or structural problems. The same delegation stated that, in future and as a matter of principle, the Board should avoid as much as possible decisions on country-specific topies and on particular emergencies.

Length of regular Board session

56. One delegation pointed out, and several others concurred, that the time allotted for the regular session of the Executive Board was no longer adequate for the increasingly complex work of the Board. The work to be accomplished at the 1991 session had made it necessary to hold a minimum of three meetings daily and, on several days, up to five meetings had taken place. It was felt that this situation should prompt delegations to review the time allotted for the regular session of the Executive Board since the Board could not perform its tasks adequately by continuing to cram increasing numbers of meetings into the two weeks now allocated for the regular session. It was agreed that at its meeting prior to the June organizational session, the Bureau would discuss further the possible benefits and/or difficulties of extending the regular Board session.

57. In commenting on ways of making the winter organizational session more useful, one delegation said that the participation of delegations in the 1991 organizational session had been limited by the late receipt of documents. Consequently, many delegations were unprepared for discussions on issues before this session. The secretariat was discouraged from radically modifying the agenda and it was suggested that there should be some rules of procedure governing the introduction of additional items to the provisional agenda.

58. It was agreed that the Bureau should continue to examine the working procedures of the Executive Board, as well as the comments made on document E/ICEF/1991/CRP.6 for further discussion at the 1992 winter organizational session.

Criteria for membership on joint committees

59. The Chairman of the Executive Board presented the draft recommendation on criteria governing election of UNICEF representatives on joint committees (E/ICEF/1991/CRP.5), which was adopted by the Board (see chap. IV, decision 1991/3).

Preparations for future sessions and review of documentation

60. The Executive Board requested that the following should be prepared as separate documents for the 1992 regular session:

(a) Report on the extent to which UNICEF programmes support and strengthen national integrated health-care systems (see chap. IV, decision 1991/11);

(b) An analysis, as called for in paragraph 35 (v) of the Summit Plan of Action, of the follow-up to the Summit Declaration and Plan of Action (see chap. IV, decision 1991/10);

(c) The early preparation and circulation of suggestions on the manner of providing information on plans and action undertaken by individual countries and international bodies as a follow-up to the Summit Declaration and Plan of Action (see chap. IV, decision 1991/10);

(d) Report on implementation of the assessment of the situation of Palestinian children and women and the provision of funds (see chap. IV, decision 1991/15);

(e) Report on progress made in activities to assist children and mother victims of the accident at the Chernobyl nuclear power plant (see chap. IV, decision 1991/21);

(f) Report on issues associated with the implementation of the decision on global and interregional programmes and other special-purpose funds, including proposals related to its implementation (see chap. IV, decision 1991/17);

(g) Strategy paper on how UNICEF intends to operationalize its priority attention to Africa, bearing in mind the relevant paragraphs of the present decision, particularly paragraph 4 (see chap. IV, decision 1991/13);

(h) Report on the implementation of the strategy developed in consultation and cooperation with WHO to combat the spread of AIDS (within the policy framework of decision 1988/7) and on progress in combating AIDS, since the 1989 report to the Board (E/ICEF/1989/L.7) (see chap. IV, decision 1991/23);

(i) Report on action taken towards implementation of the decision on UNICEF staffing (see chap. IV, decision 1991/33);

(j) Comprehensive review of existing project posts and criteria as stated in the relevant decision (see chap. IV, decision 1991/29);

(k) Report on the application of criteria for grade levels for UNICEF representative posts (see chap. IV, decision 1991/29);

(l) Results of the in-depth study and analysis of the structure and format of budget documents, including the studies noted in the decision (see chap. IV, decision 1991/30);

(m) Proposal for a cost-effective, long-term office space strategy for central headquarters (see chap. IV, decision 1991/27);

(n) Outline of mandate setting out possible scope of a review of administrative and management structure of UNICEF headquarters (see chap. IV, decision 1991/31);

(o) Report on revised draft model Basic Cooperation Agreement (see chap. IV, decision 1991/34);

(p) Comprehensive report on the Children's Vaccine Initiative, and a recommendation to the Board, including a budget with staffing requirements for UNICEF-supported activities, which may incorporate adjustments for 1992 (see chap. IV, decision 1991/16);

(q) Policy paper on education for development;

(r) Report detailing the structure of UNICEF cooperation with WHO and others in the control and prevention of ARI (and drawing on evaluations of UNICEF activities in support of national ARI programmes) in developing countries and on other research findings (from 1990 decision 1990/20);

(s) Report on the overall progress and results achieved in evaluation since 1984 in the implementation of the recommendations contained in the overview report (E/ICEF/1984/L.3) (from 1990 decision 1990/4);

(t) Joint report with UNFPA and, as far as possible, other organizations, notably WHO and IBRD, on collaborative programme activities in the area of family planning (from 1990 decision 1990/36).

61. The Executive Board also requested the following for the 1993 Executive Board session:

(a) Report on progress made on the study to be proposed by the Executive Director to the UNICEF/WHO Joint Committee on Health Policy to examine the marketing practices for infant food of national and multinational corporations and to assess their impact on the well-being of mothers and children (see chap. IV, decision 1991/22);

(b) Report for review by Board of Auditors of the internal audit function and of the relative merits of the location of the regional auditors (see chap. IV, decision 1991/28).

62. In addition to the basic Board documentation, the Executive Board has made standing requests for documents covering (a) the composition of international Professional core and project staff; (b) women in development; (c) progress achieved on the situation of the girl child (every two years beginning in 1992) (1990 decision 1990/17); (d) progress made in the implementation of the Innocenti Declaration on the Protection, Promotion and Support of Breast-feeding (every two years beginning in 1992) (decision 1991/22); (e) evaluation of the sustainability of activities and of the results achieved, and the long-term impact on both the situation of the population and on national capacity-building (every two years beginning in 1992) (1990 decision 1990/4); (f) emergency operations, including the use of the Emergency Reserve Fund, and for 1992 an elaboration of the proposals made in document E/ICEF/1991/11, paragraph 3 (a)-(c) of decision 1991/19; (g) the use of global funds, including IFPPE (every two years beginning in 1992 (1990

decision 1990/1); (h) International Child Development Centre (in odd-numbered years); (i) the Bamako Initiative, including for 1992 a report on further progress made, particularly in the area of sustainability and capacity-building within the context of the Initiative (decision 1991/18); (j) the report of the UNICEF/WHO Joint Committee on Health Policy (in odd-numbered years, but a special report is required for 1992); and (k) the report of the UNESCO/UNICEF Joint Committee on Education (in even-numbered years).

## Other business

63. The Chairman of the Executive Board introduced the following draft recommendations, which were subsequently adopted by the Board: (a) action to assist the least developed countries (see chap. IV, decision 1991/4); (b) the fight against cholera (see chap. IV, decision 1991/5); (c) reaching the poorest (see chap. IV, decision 1991/6); and (d) International Year for the World's Indigenous People (see chap. IV, decision 1991/7). The Chairman also presented a draft proposal on the emergency in Bangladesh, which was adopted by the Executive Board (see chap. IV, decision 1991/8).

# IV. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS 1991 REGULAR SESSION

## 1991/1. UNICEF Maurice Pate Award*

On the recommendation of the Executive Director,

The Executive Board

1. Decides to present the UNICEF Maurice Pate Award, established at its 1966 session to honour significant contributions by an institution in a developing country in advancing the well-being of children, and extended in 1988 to include also individuals, to the Child-to-Child Trust of the United Kingdom;

2. Approves an allocation of $25,000 from general resources for that purpose.

## 1991/2. Revised criteria for the UNICEF Maurice Pate Award*

On the recommendation of the Executive Director,

The Executive Board

Decides that the procedure related to objectives, recipients, nominations and selection for the UNICEF Maurice Pate Award be amended to reflect the following:

### 1. Objectives and criteria

The UNICEF Maurice Pate Award is meant to call the world's attention to progress being made for children and to methods employed, thus inspiring replication and broader support. The Award shall convey recognition of extraordinary and exemplary leadership in, and contribution to, the advancement of the survival, protection and development of children, whether on a regional, national or global scale. It should also serve to encourage voluntary and grass-roots activities. The work of the recipient should be innovative and inspirational, reflecting leadership in its field. It should also be on a country or regional scale with the potential of emulation so as to have a multiplier effect.

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* Decisions 1991/1 and 1991/2 were approved previously at the winter organizational session of the Executive Board held at United Nations Headquarters on 5 February 1991 (E/ICEF/1991/14).

## 2. Recipients

The UNICEF Maurice Pate Award may be conferred upon an institution, agency or individual, but not upon a head of State or Government, nor upon a Government. The Award shall not be conferred upon any United Nations organization or official. Caution shall be exercised in the selection to ensure that the selection of a recipient does not inappropriately figure within national political processes. Due regard shall be given to the principle of equitable geographical balance.

## 3. Nominations

Each year, the Executive Director shall invite nominations for the Award from the Governments of Board member countries, UNICEF representatives, regional directors and other secretariat offices and National Committees for UNICEF in order to ensure a broad range of nominations. Solicitation of nominations shall stipulate a deadline of 31 July of the year preceding the presentation of the Award.

## 4. Selection process

The biographical data of all formally submitted nominations shall be reviewed and evaluated by the officers of the Board, the Executive Director and the Director of the Programme Division. On the basis of this comprehensive review and evaluation, the Executive Director shall submit a single recommendation for approval by the Executive Board at its February organizational session.

## 1991/3. Criteria governing election of UNICEF representatives on joint committees

On the recommendation of the Chairman of the Executive Board,

*The Executive Board*,

*Recalling* the terms of reference of the composition of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education, modelled after those of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy, which stipulates, *inter alia*, that UNICEF representatives on the Committee will include the chairmen of the Executive Board and the Programme Committee as *ex officio* members and four elected representatives, as well as two elected alternates,

*Mindful* that such elections have been biennial, in keeping with the biennial periodicity of the Committee meetings,

*Noting* that the Joint Committee on Education has been convened twice to date in its first biennium and that the Joint Committee on Health Policy will meet twice in its present biennium,

*Cognizant* that the two *ex officio* members will change annually, Concerned that a full complement of membership in such committees should be guaranteed to the extent possible,

Decides to amend the criteria governing the election of UNICEF representatives on the UNICEF/WHO Joint Committee on Health Policy and on the UNESCO/UNICEF Joint Committee on Education as follows:

(a) The number of elected alternates should be increased to four;

(b) In electing its representatives and alternates to the joint committees, the Board should ensure the election of those who represent countries that will be on the Executive Board for at least two additional years.

## 1991/4. Action to assist the least developed countries

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Recalling United Nations General Assembly resolution 45/206 of 21 December 1990, and referring to the Paris Declaration and the Programme of Action for the Least Developed Countries for the 1990s, which were adopted on 14 September 1990 at the conclusion of the Second United Nations Conference on the Least Developed Countries,

Bearing in mind the concern expressed by the States participating in the Conference that, without profound improvements in the health standards prevailing in the least developed countries, other measures of social and economic development will remain to a great extent ineffective,

Noting that in accordance with the Programme of Action for the Least Developed Countries for the 1990s, UNICEF goals and strategies for the 1990s should serve as important priority guidelines,

Considering that, in accordance with the World Declaration on the Survival, Protection and Development of Children adopted at the World Summit for Children, the participating States agreed to act together, in international cooperation, as well as in preparing national plans of action,

1. Calls upon Member States to take into account the outcome of the Second United Nations Conference on the Least Developed Countries and accordingly to pay particular attention to the problems of children in such countries;

2. Also calls upon the Executive Director to take into account the outcome of the Conference in all activities of the United Nations Children's Fund by:

(a) Pursuing and intensifying, in coordination with the United Nations agencies concerned, in particular, the United Nations Conference on Trade and Development, the agency designated as focal point to the Paris Conference, efforts to provide support to the countries that are most in need of it, giving high priority to the least developed countries for the strengthening and development of their activities for the protection of children;

(b) Assisting those least developed countries requesting it to formulate national plans of action benefiting children on the basis of the documents of the Paris Conference and of the World Summit for Children;

3. Requests the Executive Director to include in his report in 1992 a chapter to apprise the Executive Board of the actions taken towards that end.

## 1991/5. The fight against cholera

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Concerned by the gravity of the cholera epidemic and the terrible consequences to the population at risk, especially children,

Concerned by the magnitude of the cholera epidemic in Peru, and its alarming spread to Ecuador, and the fact that it is beginning to reach other countries in Latin America and the Caribbean,

Bearing in mind the imminent danger of the spread of cholera to the countries of the Central American isthmus as a result of the recent earthquake in Costa Rica and Panama,

Considering that one of the fundamental causes for the spread of this disease is insufficient access to potable water and the precarious state of the infrastructure of environmental sanitation,

Recognizing the speed and efficiency with which UNICEF and the World Health Organization (WHO) have acted in mobilizing human and logistic resources, in order to cooperate with the determined efforts of the Peruvian and Ecuadorian authorities in their fight against cholera,

Noting that the Executive Director of UNICEF has called for financial contributions to the Emergency Fund for the fight against cholera,

Foreseeing that if urgent measures are not taken to control the cholera epidemic, this disease could become in the medium and long term a serious risk for millions of people in Latin America and the Caribbean,

Taking into account the lead role of WHO on health matters and its recent establishment of a task force on cholera as well as the role of UNICEF and other specialized agencies of the United Nations system in confronting the emergency situations brought about by the cholera epidemic,

1. Requests the Executive Director of UNICEF, in coordination with other specialized agencies of the United Nations system, to intensify efforts to prevent and combat the cholera epidemic and its harmful effects on the child population;

2. Urges the Executive Director of UNICEF to continue to use his good offices to obtain the necessary funds to reach the emergency request of $2 million to provide treatment to victims of cholera and other measures to stop the further spread of this disease;

3. Requests the Executive Director of UNICEF to exert maximum efforts to obtain funding for programmes approved by the Executive Board which remain unfunded and which are designed to accelerate development and build basic water supply and sanitation infrastructure benefiting the health and well-being of the population, and in particular, women and children;

4. Calls upon the Governments concerned, as agreed through their ad hoc consultative mechanisms, to collaborate with UNICEF and WHO and its Global Cholera Control Task Force in designing a special integrated programme focusing on prevention in the short and medium term, with the aim of preventing cholera from becoming endemic in the region;

5. Calls upon donor countries of the international community to respond favourably to the request for support and consider as a priority their contributions to the emergency request and the unfunded approved programmes of the Executive Board as contained in operative paragraph 3.

## 1991/6. Reaching the poorest

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Recalling decision 1989/8 on "Reaching the poorest", which affirms that a more thorough knowledge of the situation of the poorest children, of their living conditions, as well as of the conditions which are conducive to their participation, will make reaching them easier,

Considering the Convention on the Rights of the Child and, in particular, the preamble which emphasizes that the children living in particularly difficult conditions require special attention,

Taking note of the report entitled the State of the World's Children 1991 in which an appeal is made to reach and to provide basic services to the most disadvantaged mothers and children and to develop a process which is more likely to reach those populations living in extreme and widespread poverty,

1. Requests the Executive Director to make efforts to continuously improve the involvement of the poorest segments of communities in the needs assessment process in the activities of UNICEF so as to acquire the knowledge that could help reach them;

2. Requests the Executive Director to identify, analyse and share - on the basis of the cooperative experiences of UNICEF in the field - information and lessons learned from initiatives which are most effectively reaching the poorest children and their families;

3. Requests the Executive Director to include in his report in 1992 and hereafter a chapter to apprise the Executive Board of the actions undertaken to implement this recommendation.

### 1991/7. International Year for the World's Indigenous People

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Welcoming General Assembly resolution 45/164 of 18 December 1990, by which the Assembly proclaimed 1993 as the International Year for the World's Indigenous People,

Noting that the Convention on the Rights of the Child contains specific provisions for the cultural, linguistic and religious rights of indigenous children,

1. Takes note of the relevant provisions of the International Labour Organisation Convention concerning Indigenous and Tribal Peoples in Independent Countries, No. 169 (1989), regarding the right of these people to assume progressively the management of their own educational and health programmes;

2. Recognizes that UNICEF supports projects in many developing countries of the world where indigenous people comprise a large and particularly vulnerable section of the national population;

3. Calls upon the UNICEF secretariat to formulate concrete plans for the contribution of UNICEF to the International Year for the World's Indigenous People, in collaboration with organizations of indigenous people, and to report on progress to the 1992 Executive Board;

4. Requests the UNICEF secretariat to give particular attention, in formulating plans for the International Year, to measures for strengthening the quality and accessibility of UNICEF projects in areas inhabited by indigenous people, taking into account the relevant provisions of the Convention on the Rights of the Child.

### 1991/8. Emergency in Bangladesh

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Deeply concerned with the tragic human aftermath of the devastating cyclone in Bangladesh,

1. Appeals to the international community to assist in alleviating the situation in every possible way;

2. Requests the Executive Director to continue and intensify UNICEF efforts and, in coordination with other United Nations agencies, to reduce the suffering of children and women affected by the cyclone.

## 1991/9. Convention on the Rights of the Child

On the recommendation of the Programme Committee,

The Executive Board,

Expressing its satisfaction with the unprecedented rapid entry into force of the Convention on the Rights of the Child,

Taking note of the resolution adopted by the General Assembly at its forty-fifth session on the implementation of the said Convention (resolution 45/104 of 14 December 1990), and urging all States that have yet to ratify the Convention to do so at the earliest possible date,

1. Requests the Secretariat to continue its work to facilitate early ratification of the Convention on the Rights of the Child by Member States;

2. Calls upon the UNICEF secretariat to take all necessary measures to discharge its global responsibilities under the Convention in cooperation with the Centre for Human Rights of the United Nations Secretariat, the Committee on the Rights of the Child and concerned governmental and non-governmental bodies;

3. Encourages studies and research on various technical aspects of applying the Convention in specific circumstances where children are at greatest risk and where the problem is common to both developing and industrialized countries, for example, studies on the situation of children of migrants and the complementarity between implementing children's rights and women's rights;

4. Encourages UNICEF, taking account of the priority attached to the operational emphasis of the organization, to cooperate with developing countries in areas such as:

(a) The development of national mechanisms to gather gender-specific and area-specific data on children that can be used as a basis for policy development and for reports of States on compliance with the Convention. Revised guidelines for country situation analyses should be prepared to ensure that the standards set by the Convention and the range of issues it raises are systematically incorporated into the scope of these analyses;

(b) Reviews of legislation pertaining to children in order to ensure compliance with the norms of the Convention and with international humanitarian laws for child protection;

(c) Relevant studies on Convention-related issues, primarily in the context of UNICEF country programmes;

(d) Strengthening the knowledge among UNICEF staff and relevant governmental and non-governmental bodies of the provisions of the Convention so as to enhance the positive influence of their programmes on progress towards the full implementation of the Convention;

(e) Information and education on children's rights among children, youth and influential groups;

5. Takes note with interest of proposals contained in the report of the Executive Director on the "Role of UNICEF in the implementation of the Convention on the Rights of the Child" [1] for activities in the fields of information and education undertaken in industrialized countries by Governments, National Committees for UNICEF and non-governmental organizations, and encourages limited technical assistance of the UNICEF secretariat as appropriate;

6. Encourages UNICEF, within available resources, to cooperate with National Committees, as requested, to strengthen their capacity to undertake activities to support implementation of the Convention;

7. Calls upon the organs, organizations and bodies of the United Nations system and other competent bodies, including non-governmental organizations, to cooperate with the Committee on the Rights of the Child, the Centre for Human Rights and Governments in discharging their responsibilities under the Convention.

### 1991/10. The role of UNICEF in World Summit follow-up

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolution 45/217 on the "World Summit for Children",

Recalling also Executive Board decisions 1990/2 on "Strategies for children" and 1990/12 on the "World Summit for Children",

Recalling further General Assembly resolution 45/104 on the "Convention on the Rights of the Child", in which the General Assembly welcomed the successful conclusion of the World Summit for Children,

Emphasizing the importance of the World Declaration on the Survival, Protection and Development of Children and Plan of Action as an embodiment of the joint commitment of the world community to offer children a better future and to promote the full development of their potential,

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[1] E/ICEF/1991/L.7.

*Commending* UNICEF for the valuable and effective role which it played as the secretariat of the World Summit for Children,

*Recognizing* that the goals and strategies adopted by the World Summit for Children reinforce those previously approved by the Executive Board in decision 1990/2,

*Recalling* General Assembly resolution 45/217, in which the Assembly decided to consider at its forty-seventh session the question of implementation of the Declaration on the Survival, Protection and Development of Children and its Plan of Action, in particular the response of the United Nations system, and requesting the Secretary-General to report to the General Assembly, through the Economic and Social Council at its first and second regular sessions of 1992, at its forty-seventh session on the implementation of that decision,

*Having considered* the report "Programme of action for achieving the goals for children and development in the 1990s: A UNICEF response to the Declaration and Plan of Action of the World Summit for Children" (E/ICEF/1991/12),

1. *Welcomes* the Declaration and Plan of Action adopted by the World Summit for Children and recognizes that they contribute substantially to a framework for national and international action in favour of children in a wide development context;

2. *Urges*, in concurrence with General Assembly resolution 45/217, all States and other members of the international community to work for the achievement of the goals and objectives endorsed in the World Declaration on the Survival, Protection and Development of Children and the Plan of Action as an integral part of their national plans and international cooperation;

3. *Urges further* all countries and multilateral, bilateral and non-governmental organizations to make available the resources for the purpose of achieving the Summit goals, and encourages them to re-examine their relevant policies and priorities in the context of the goals and objectives adopted by the World Summit for Children;

4. *Requests* the Executive Director to ensure that UNICEF, working under the leadership of the Secretary-General and guided by the Director-General for Development and International Economic Cooperation and in cooperation with other relevant United Nations agencies, as an integrated part of its regular activities, provides full support to developing countries within its mandate, comparative advantage and resources, for the achievement of objectives contained in the Declaration and the Plan of Action adopted by the World Summit for Children;

5. *Also requests* the Executive Director to provide the Executive Board, at its regular session in 1992, with an analysis, as called for in paragraph 35 (v) of the Plan of Action, of the follow-up to the Summit Declaration and Plan of Action and to place that analysis in the wide context of progress in international economic and social cooperation for development called for in the Declaration of the eighteenth Special Session on Economic

Cooperation and the International Development Strategy, the UNICEF strategy for children in the 1990s and the UNICEF medium-term plan;

6. Invites the Executive Director to prepare and to circulate early suggestions on the manner of providing information on plans and action undertaken by individual countries and international bodies, so as to facilitate and make more rewarding the task accorded to UNICEF pursuant to paragraph 35 (v) of the Plan of Action.

## 1991/11. The role of UNICEF in support of sustainable national health care systems

On the recommendation of the Programme Committee,

The Executive Board,

Considering that, since the Plan of Action of the World Summit for Children must be pursued as part of the strengthening of broader national development programmes, an important goal of UNICEF should be to assist Governments to develop sustainable, integrated national health care systems that meet the priority needs of their people, including but not limited to the needs of children,

Noting that resources available to meet the demands for health care are likely to remain tightly constrained and that Governments will continue to need assistance in setting priorities for health care, in applying cost-effective technologies and in supporting the establishment of sustainable, well-managed and adequately financed community-based health care systems,

Welcoming the recent agreement between UNICEF and the World Bank to collaborate on approaches to improving health care systems in Africa utilizing the experience of the Bamako Initiative,

Noting the considerable benefits that accrue when there is collaboration and understanding between Governments, non-governmental organizations, multilateral agencies and bilateral donors on strategy in sectoral assistance,

Affirming the leading role within the United Nations system of the World Health Organization (WHO) in the health field and of the United Nations Population Fund (UNFPA) in the family planning field,

Noting the strong emphasis in the general debate on the importance of integrating voluntary family planning in the activities of UNICEF, and on the need to avoid duplication in order to maximize limited available resources,

Welcoming the joint letter to staff of February 1991 of WHO, UNICEF, the United Nations Development Programme (UNDP) and UNFPA on maternal and child health and family planning which encourages further collaboration between these United Nations agencies, within their respective mandates, in relation to maternal and child health and family planning,

1. Requests the Executive Director to encourage UNICEF country representatives to contribute significantly at the country level, in cooperation with national Governments and in coordination with other multilateral and bilateral agencies, to achieving broad consensus on the sector-wide policies required for revitalizing each country's national and local health care systems;

2. Also requests the Executive Director to increase the attention given within UNICEF country programme documents, in the framework of the country programming exercise, to the assessment of sector-wide health system priorities, constraints and strategies, of which health care strategies for women and children will form an important part;

3. Further requests the Executive Director to report to the next Executive Board on the extent to which UNICEF programmes support and strengthen national integrated health care systems;

4. Urges that UNICEF activities for responsible planning of family size be effectively integrated into the country programming exercise of UNICEF, WHO, UNDP and UNFPA in accordance with national policies, with a view towards greater complementarity of approaches used;

5. Requests UNICEF, with regard to the sixth and seventh preambular paragraphs of the present decision, to continue to strengthen its cooperation with UNFPA, WHO and UNDP, each within its own mandate, in accordance with their joint letter of February 1991 regarding maternal and child health and family planning, with due respect for cultural, religious and social traditions;

6. Stresses the need for the quantitative health sector goals adopted by the World Summit for Children to be adapted at the country level to national needs and circumstances and pursued through strategies integral to the development of sustainable health care systems.

## 1991/12. Proposals for UNICEF cooperation and programme reviews

On the recommendation of the Programme Committee,

The Executive Board

1. Approves the following recommendations of the Executive Director for programme cooperation as summarized in documents (E/ICEF/1991/P/L.2 and Corr.1 and Add.1):

(a) $259,140,000 for general resources funding, of which $250,751,000 are for new general resources funding, and $427,092,000 for supplementary funding for programme cooperation in Asia;

(b) $144,113,000 for general resources funding, of which $140,162,000 are for new general resources funding, and $196,460,000 for supplementary funding for programme cooperation in Africa;

(c) $47,050,000 for general resources funding, of which $46,241,000 are for new general resources funding, and $69,745,000 for supplementary funding for programme cooperation in the Middle East and North Africa;

(d) $23,108,000 for general resources funding, of which $22,148,000 are for new general resources funding, and $48,700,000 are for supplementary funding for programme cooperation in the Americas and the Caribbean;

(e) $99,030,000 for general resources funding and $57,010,000 for supplementary funding for the following interregional and other programmes: the International Child Development Centre; the Bamako Initiative; children in especially difficult circumstances; control of iodine deficiency disorders; the eradication of dracunculiasis; the interregional fund for programme preparation, promotion and evaluation; replenishment and raising the ceiling of the Emergency Reserve Fund to $5 million; the Mortality Reduction Reserve; and the establishment of a vaccine independence initiative;

2. Approves an amount of $345,916 to cover overexpenditure.

## 1991/13. Ensuring child survival, protection and development in Africa

On the recommendation of the Programme Committee,

The Executive Board,

Mindful of the commitment of the Organization of African Unity to child survival, protection and development,

Noting the significant number of ratifications from the continent of the Convention on the Rights of the Child and the adoption by the Organization of African Unity of the African Charter on the Rights and Welfare of the Child,

Recognizing the progress made in the implementation of the Bamako Initiative with regard to strengthening primary health care, particularly in African countries,

Recalling with appreciation the commitment of the international community and UNICEF to Africa as the region of greatest need and highest priority at present,

Aware of the impact of poverty, war, civil conflict, acquired immune deficiency syndrome and natural disasters on the survival and welfare of children in Africa, including the increasing numbers of child and maternal deaths in Africa,

Mindful of Executive Board decision 1990/9 regarding the situation of children and women in South Africa,

Emphasizing the importance of ensuring sustainability in UNICEF programmes aimed at ensuring child survival, protection and development through, *inter alia*, national capacity-building, _Noting with concern_ the long delays in filling vacant UNICEF staff positions in Africa,

_Conscious_ of the signficant role of women in ensuring child survival, protection and development,

_Taking note_ of the significant number of unfunded supplementary funding programmes in Africa, in particular unfunded emergency appeals in the region,

1. _Reaffirms_ the commitment of UNICEF to Africa as the region of highest priority at present and its commitment to assist those countries to fulfil the goals of the 1990s, as confirmed at the World Summit for Children;

2. _Expresses its appreciation_ to the donor countries for their continuing support of programmes for Africa, as well as to other countries for their support to Africa's efforts towards ensuring child survival and enhancing child welfare;

3. _Calls upon_ UNICEF, in collaboration with other relevant United Nations agencies, to continue providing emergency assistance to refugee and displaced women and children, particularly those living in areas affected by armed conflict and natural disasters, in accordance with its mandate;

4. _Requests_ UNICEF to undertake all possible measures to continue translating this priority into reality through, _inter alia_:

(a) Raising the levels of assistance to country programmes in Africa;

(b) Increasing its fund-raising efforts for supplementary funding of programmes in Africa, with the aim of reducing substantially the proportion of such unfunded programmes within the biennium;

(c) Ensuring greater involvement of national institutions and experts in programme conception, implementation, monitoring and evaluation to increase sustainability, cost-effectiveness and national capacity;

5. _Calls upon_ the recipient countries to re-examine their national budgets and programmes to give priority to children, as called for in the World Declaration and Plan of Action on the Survival, Protection and Development of Children of the World Summit for Children;

6. _Calls upon_ the donor community to increase and re-examine its development cooperation in Africa in order to assist in the achievement of the goals laid out in the Declaration and Plan of Action of the World Summit for Children;

7. _Urges_ other United Nations agencies, non-governmental organizations and multilateral financial institutions to participate, within their fields of competence, in the achievement in Africa of the goals of the Declaration and Plan of Action of the World Summit for Children;

8. _Requests_ UNICEF to support the efforts of African countries to examine the long-term funding requirements for implementing the national programmes of action of these countries, so as to identify ways of mobilizing

national and international funding to achieve the goals of the Summit Declaration and Plan of Action;

9. Requests the Executive Director to submit to the Executive Board in 1992 a strategy paper on how UNICEF intends to operationalize its priority attention to Africa, bearing in mind the relevant paragraphs of the present decision, in particular paragraph 4.

### 1991/14. Accelerated programme implementation to meet the needs of children and their families in countries most affected by the Gulf crisis

On the recommendation of the Programme Committee,

The Executive Board,

Bearing in mind the commitment of Arab States to the provisions of the Charter on the Rights of the Arab Child, as adopted by the League of Arab States in 1983, the commitment in 1990 of Arab States in North Africa to the Charter of Rights of the African Child and the commitment of nations in the region to the United Nations Convention on the Rights of the Child and the Declaration and Plan of Action of the World Summit for Children,

Bearing in mind the facts contained in the report of the Executive Director of UNICEF (document E/ICEF/1991/10), the presentation by the UNICEF Regional Director and the discussions of the Executive Board concerning the situation which has developed in that region,

Expressing deep regret at developments in the economic and social situation of the region, particularly with respect to the situation of children and women and the negative consequences for the region of the situation between Iraq and Kuwait and its aftermath,

1. Calls for accelerated programme implementation and emergency responses in Middle East and North African countries and Djibouti where child survival, protection and education programmes have been undermined by the effects of the Gulf crisis, and asks that UNICEF offices in those countries assist the Government in preparing, where appropriate, for submission at the 1992 Executive Board, country-specific analyses and programmes regarding the situation of children and mothers, along with updated funding requests based on those situation analyses and programmes;

2. Urges UNICEF to take the initiative in enlisting the united efforts of other partners, including organizations, specialized agencies, regional groups and associations and donor countries, to support the endeavours of the countries of the region to strengthen their ability to serve children and mothers.

## 1991/15. *Assistance to Palestinian children*

On the recommendation of the Programme Committee,

*The Executive Board*,

*Recalling* the Convention on the Rights of the Child 1990 and the Declaration and the Plan of Action of the World Summit for Children, and the stipulation therein pertaining to the children living under difficult circumstances, especially those living under occupation,

*Having studied* the report on the programme development in the Middle East and North Africa contained in document E/ICEF/1991/10,

*Taking into consideration* the difficult conditions of Palestinian children,

*Concerned* by the deteriorating situation in the region,

*Affirming* the need to intensify assistance to Palestinian children and women,

*Requests* the Executive Director of UNICEF to continue to urgently assess the situation of Palestinian children and women and to provide funds commensurate with the expanding needs of these children and women, and to report to the 1992 session of the Executive Board on implementation.

## 1991/16. *Children's Vaccine Initiative*

On the recommendation of the Programme Committee,

*The Executive Board*,

*Recalling* its decision 1990/11,

*Taking note* of the recommendation to the Executive Board contained in the document entitled "Participation in the Children's Vaccine Initiative", 2/

*Appreciating* the successful attainment of the 1990 goals of universal child immunization, and recognizing the importance of assuring universal child and maternal immunization,

*Bearing in mind* the need for improved and new vaccines, as well as the need for affordability and improvement in the delivery of vaccines and the need to sustain and expand immunization coverage and to integrate immunization in the general health services,

*Taking note* of the Declaration of New York of 7 September 1990,

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2/ E/ICEF/1991/P/L.31, para. 22.

*Considering* the fact that the World Health Organization (WHO) has lead responsibility within the United Nations system for technical aspects and leadership of health programmes, including vaccine development,

*Recognizing* the need for close cooperation among concerned multilateral organizations, especially UNICEF and WHO, Member States, public and private scientific institutions and industry,

*Stressing* the need for clearly defined roles of UNICEF in this undertaking,

*Stressing also* the need to mobilize technical and scientific resources throughout the world in a major collaborative effort in support of the Children's Vaccine Initiative,

*Taking note* of the intention to establish the Children's Vaccine Initiative, initiated by the United Nations Development Programme (UNDP), WHO, UNICEF and the Rockefeller Foundation, to facilitate, accelerate and coordinate the activities of participating organizations and programmes through strategic planning, ongoing consultations and technical consultation,

1. *Urges* UNICEF to focus its contribution within the international action for the Children's Vaccine Initiative on activities immediately related to improved sustainability and accessibility of immunization programmes by improving the national capacity of developing countries in areas such as:

(a) Improvements in the efficiency of service delivery and reduction of drop-out rates;

(b) Improvements in monitoring and evaluation methodologies;

(c) Increased epidemiological capacity for handling disease reduction goals;

(d) Improvements in cold-chain equipment and maintenance;

(e) Development of safer injection technology;

(f) Improvement in communication, information and social mobilization;

2. *Requests* UNICEF, through interaction with relevant international programmes such as the expanded programme on immunization, the WHO Programme for Vaccine Development, the control of diarrhoeal diseases and WHO Tropical Disease Research Programme, and by strengthening developing country capacity to participate fully in these efforts, to support collaborative efforts to:

(a) Establish clear criteria and priorities for vaccine development in the 1990s, including selection of candidate vaccines, field trials, opportunity costs and affordability;

(b) Improve the delivery of existing vaccines through a more efficient delivery system, vaccine combinations and immunization schedules;

(c) Increase the capacity to monitor and manage immunization and related disease control activities through the development of expanded national epidemiological capacity;

(d) Accelerate the development and testing of improved and new vaccines of major public health importance in the developing world, primarily through applied research at the field level;

3. Approves $1 million in 1991 and $1 million in 1992 from general resources, and $5 million in 1991 and $5 million in 1992 in supplementary funds to support activities of the Initiative;

4. Requests the Executive Director to present to the Executive Board at its 1992 session:

(a) A comprehensive report on the Children's Vaccine Initiative, including, inter alia, a clear delineation of the objectives of the Initiative; the management structure; the respective roles of WHO, UNDP, UNICEF and other participants, including a delineation of the direct involvement of UNICEF in field trials; and the plan of action of the Initiative, with estimated costs (with updating prior to the 1992 Executive Board);

(b) A recommendation, including a budget with staffing requirements for UNICEF-supported activities, which may incorporate adjustments for 1992.

## 1991/17. Global and interregional programmes and other special-purpose funds

On the recommendation of the Programme Committee,

The Executive Board,

Desiring to keep the number of separate and special-purpose funds to the minimum necessary,

Desiring also to enhance transparency in the link between programme and budgetary matters,

Noting the related observations of the Advisory Committee on Administrative and Budgetary Questions,

1. Requests the Executive Director to consider reducing the number of separate funds through, inter alia, merger or consolidation of those with similar objectives or characteristics;

2. Also requests the Executive Director henceforth to submit to the Board consolidated reports and proposals for approval of programme support funds, global reserves and interregional programmes, including disaggregated data on current and prospective staffing at headquarters and in the field, so as to enable a comprehensive overview of UNICEF requirements and activities in these areas;

3. Expresses its preference to consider these proposals at the time biennial budgets are considered, without in any way desiring to limit the scope for necessary multi-year commitments;

4. Decides henceforth to approve these funds subject to review of their personnel and administrative implications by the Committee on Administration and Finance;

5. Requests the Executive Director to set out specific criteria for the establishment of posts from these funds;

6. Also requests the Executive Director to propose to the Executive Board at its 1992 session criteria for the establishment of new global, interregional or special-purpose funds;

7. Further requests the Executive Director to report to the Executive Board at its 1992 session on issues associated with the implementation of the present decision, including proposals related to its implementation.

## 1991/18. The Bamako Initiative

On the recommendation of the Programme Committee,

The Executive Board,

Recalling the decisions 1988/3, 1989/15 and 1990/15 on the Bamako Initiative,

Noting with satisfaction the progress report on the Bamako Initiative [3] and the growing number of countries implementing the Initiative,

Bearing in mind the importance of continuing efforts to implement the Initiative,

Welcoming the collaboration between UNICEF, the World Health Organization (WHO) and the World Bank on approaches to improving health care systems in Africa utilizing the experience of the Bamako Initiative,

Welcoming further the Pan-African Conference on the Financing of Community Health Activities, held at Kinshasa, Zaire, from 25 to 27 June 1990, affirming, *inter alia*, strong support for the Initiative as a means of attaining primary health care goals for Health for All by the Year 2000, and recognizing the growing trend in intercountry sharing of experiences,

1. Recognizes the growing support of the international community for the Bamako Initiative;

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3/ E/ICEF/1991/L.6.

2. Endorses the recommendation of the UNICEF/WHO Joint Committee on Health Policy on the Bamako Initiative, as contained in document E/ICEF/1991/L.15;

3. Urges UNICEF to ensure that the Bamako Initiative remains an important element in the implementation of primary health care programmes in Africa, with increased funding from both general resources and supplementary funds, as a specific strategy for achieving the health goals of the World Summit for Children;

4. Urges the international community to increase contributions in order to better ensure the effectiveness of the implementation of the Bamako Initiative, in particular in the least developed countries;

5. Requests the Executive Director to report at the 1992 session of the Executive Board on further progress made, particularly on sustainability and capacity-building within the context of the Initiative.

## 1991/19. Emergency operations

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 1990/22 on emergency operations,

Recalling General Assembly resolutions 45/185 of 21 December 1990 on the International Decade for Natural Disaster Reduction, 45/221 of 21 December 1990 on strengthening of the Office of the United Nations Disaster Relief Coordinator and 45/102 of 14 December 1990 on international cooperation in humanitarian areas,

Further recalling Economic and Social Council resolution 90/78 of 27 July 1990 dealing with problems of displaced persons, refugees and returnees, the great majority of whom are women and children, and stressing that the problems of displacement are multifaceted,

Recognizing the urgent need for strong leadership and improved coordination in the emergency response capacity of the United Nations system,

Aware of the important role of UNICEF in providing assistance to mothers and children in specific emergency situations and in improving preparedness, within the framework of effective coordinated operations undertaken by the United Nations system under the responsibility and the guidance of the Secretary-General,

1. Welcomes the Executive Director's report on emergency operations in 1990; 4/

2. Requests UNICEF, especially when immediate action is required from the United Nations system in emergency situations, to cooperate fully and to coordinate its emergency activities with other United Nations organizations preparing joint appeals, and urges it to respond as soon as possible when implementing coordinated plans of action at the field level. This should be done without hindering UNICEF established capacity to provide, as an interim step and when so requested, immediate and essential humanitarian assistance required by acute emergency conditions;

3. Requests the Executive Director in his report on emergency operations in 1991 to elaborate on the proposals made in his report contained in document E/ICEF/1991/11 as they relate to:

(a) Setting out areas of the comparative advantage of UNICEF and means of developing them further in complementarity with other capacities in the United Nations system;

(b) Joint efforts and coordination with other organizations within and outside the United Nations system engaged in emergency humanitarian assistance, especially the very useful role the UNICEF office in Geneva should play in this regard;

(c) Recommending how to structure the organization of emergency assistance at headquarters, regional and field levels utilizing national capacity with a view to making its planning and management prompt, effective and coordinated within the United Nations system, taking fully into account the presence and capabilities of UNICEF national staff, as well as those of government agencies concerned;

(d) Outlining how coordination is to be achieved within UNICEF headquarters, between emergency units and other departments and units involved in planning and management of emergency operations with a view to ensuring that the emergency operations are, if possible, supportive to the regular programme activities and that there is appropriate integration between emergency interventions and regular country programme activities in the recipient countries;

4. Invites the Economic and Social Council at its second regular session in 1991 and the General Assembly at its forty-sixth session to consider specific measures to strengthen the functioning of the United Nations system in the emergency field;

5. Urges the Executive Director to contribute to the reports being prepared in response to the General Assembly and Economic and Social Council resolutions referred to above with a view to clarifying the mandate and role of UNICEF in an improved system-wide United Nations emergency response;

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4/ E/ICEF/1991/11.

6. Decides to approve, in response to the significant increase in the number and severity of emergencies, that the level of the Emergency Reserve Fund be increased to $7 million;

7. Requests the Executive Director to include in his report to the Executive Board in 1992 on emergency operations, information on the implementation of this decision.

## 1991/20. Central and Eastern Europe

On the recommendation of the Programme Committee,

The Executive Board,

Confirming the global concern of UNICEF for children,

Inspired by the commitment of the World Summit for Children to ameliorate the situation of children in all countries to fulfil the noble task of giving every child a better future,

Keeping in mind the Executive Board decision 1990/5 on Central and Eastern Europe,

Reconfirming the UNICEF commitment to concentrate its financial support to developing countries,

Recognizing the need to address the problems of children in Central and Eastern Europe,

1. Decides, as provided for in decision 1990/5, to maintain the amount of $1 million a year to be spent in support of data collection on the situation of children and women in Central and Eastern Europe, analytical studies, technical workshops and other related materials;

2. Authorizes UNICEF to respond on an exceptional basis to specific requests for support within normal UNICEF practices;

3. Requests the Executive Director, in his report to the 1992 regular session of the Executive Board, to include information on the requirements of such children as may be in especially difficult circumstances in the countries of Central and Eastern Europe, as well as information on any requests received for such assistance.

## 1991/21. Children and mothers: victims of the accident at the Chernobyl nuclear power plant

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolution 45/190 of 21 December 1990, in which the Assembly expressed profound concern about the ongoing effects on the lives and health of people, especially children, of the disaster at Chernobyl, which had serious national and international consequences of an unprecedented scale,

Recalling also General Assembly resolution 44/224 of 22 December 1989, in which the Assembly recognized, *inter alia*, the need to strengthen international cooperation in rendering assistance in cases of environmental emergency,

Bearing in mind the World Declaration on the Survival, Protection and Development of Children and the Plan of Action for Implementing the Declaration in the 1990s which, *inter alia*, refer to children in especially difficult circumstances, including those victims of man-made disasters who are exposed to radiation,

Reconfirming the UNICEF commitment to concentrate its financial support in developing countries,

Taking into account its decision 1990/5 and E/ICEF/1991/CRP.31 [5] on Central and Eastern Europe,

Welcoming the growing international solidarity with the victims of the disaster at Chernobyl, especially children and mothers,

Taking into account the Secretary-General's decision to convene a pledging conference for voluntary contributions to complement the regular budgetary resources of United Nations organs and agencies for the implementation of activities aimed at mitigating the consequences of the disaster at Chernobyl, and other efforts of the United Nations system to this end,

1. Urges the Executive Director to consider, as requested by the General Assembly in its resolution 45/190 of 21 December 1990, possible technical and other special assistance to children and mothers living in the areas most affected by the accident at the Chernobyl nuclear power plant, particularly in the Byelorussian Soviet Socialist Republic, the Ukrainian Soviet Socialist Republic and the Russian Soviet Federative Socialist Republic;

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[5] This draft recommendation was subsequently approved by the Executive Board (see decision 1991/20).

2. Requests the Executive Director to continue to provide, without any diversion of funding from developing countries, all appropriate support and assistance to children and mothers who are victims of the accident at the Chernobyl nuclear power plant, in full coordination and cooperation with efforts envisaged by the United Nations system, under the coordinating authority of the Secretary-General, as specified by the General Assembly in resolution 45/190;

3. Further requests the Executive Director to report to the 1992 session of the Executive Board on progress made in the above-mentioned activities as a part of the report of the Executive Director.

### 1991/22. The role of UNICEF in the promotion and support of breast-feeding

On the recommendation of the Programme Committee,

The Executive Board,

Recalling the International Code of Marketing of Breast Milk Substitutes, adopted by the World Health Assembly in 1981, and subsequent World Health Assembly resolutions, particularly resolution WHA 39.28 on infant and young child feeding, adopted in 1986,

Recognizing that in the spirit of protecting children, the International Code of Marketing of Breast Milk Substitutes protects a child's right to breast milk and a mother's right to breast-feeding,

Concerned that since the adoption of the Code on Marketing of Breast Milk Substitutes in 1981 only nine Governments have adopted the Code into national law,

Recalling the goals for children and development in the 1990s, and in particular goal II B (vi), which states: "Empowerment of all women to breast-feed their children exclusively for four to six months and to continue breast-feeding, with complementary food, well into the second year",

Recalling also General Assembly resolution 45/104 of 14 December 1990 on the "Convention on the Rights of the Child", in which the Assembly welcomed the adoption of the World Declaration on the Survival, Protection and Development of Children, which reflected, inter alia, the commitment by heads of State to promote breast-feeding,

Noting that the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy recommends to WHO and UNICEF to continue advocacy and collaboration with other United Nations and bilateral agencies to protect and support the common goal,

1. Welcomes the Innocenti Declaration on the Protection, Promotion and Support of Breast-feeding, in particular the formulation therein of the child feeding ideal, which elaborates the breast-feeding goal as presented in the World Summit Declaration and Plan of Action, and commends efforts of the 30 Governments in developed and developing countries, the United Nations and bilateral agencies that developed and adopted it on 1 August 1990;

2. Also welcomes the continued involvement of UNICEF in advocacy and promotional activities for breast-feeding and, in particular, the development and implementation of the Joint WHO/UNICEF Statement: Protection, Promotion and Support of Breast-Feeding and Special Role of Maternity Services (1989);

3. Recommends that the Innocenti Declaration on the Protection, Promotion and Support of Breast-Feeding be the basis for UNICEF policies and action in support of infant and young child feeding and, in this regard, requests the Executive Director to make special efforts to encourage Member States to implement the "Ten Steps to Successful Breast-Feeding" as presented in the WHO/UNICEF Joint Statement on Breast-Feeding: The Special Role of Maternity Care Services, and requests that progress be reported to the 1992 Executive Board and every two years thereafter;

4. Encourages States to ensure the application at the national level of the International Code by integrating it, in particular, into their legislation;

5. Recommends that UNICEF, with WHO, continue advocacy and collaboration with other United Nations agencies as well as bilateral and non-governmental organizations in the implementation of the Innocenti Declaration;

6. Requests the Executive Director of UNICEF to propose to the Joint Committee on Health Policy that a study be undertaken to examine national and multinational corporations' marketing practices for infant food and assess their impact on the well-being of mothers and children and to report on progress at the 1993 Executive Board;

7. Calls upon manufacturers and distributors of breast milk substitutes to end free and low-cost supplies of infant formula to maternity wards and hospitals by December 1992, thereby reducing their detrimental effect on the initiation of breast-feeding.

## 1991/23. The role of UNICEF in combating acquired immune deficiency syndrome

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing the growing menace of acquired immune deficiency syndrome (AIDS) to children and women in all countries, and that the AIDS pandemic has the potential for wiping out the gains made through the child survival and development revolution,

Recalling its decisions 1988/7 and 1990/18 endorsing the Executive Director's recommendations that UNICEF undertake programme efforts to combat AIDS, particularly among women and children, and providing a policy framework for these efforts, _Noting_ the report of the twenty-eighth session of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy, held from 28 to 30 January 1991, and the recommendation of the Joint Committee on Health Policy that WHO and UNICEF further explore collaboration and complementary action in the effort to combat AIDS,

_Bearing in mind_ that some 8 million to 10 million people are believed to be infected with the human immune deficiency virus (HIV) and that it is estimated that the figure will reach 25 million to 30 million by the year 2000,

_Considering_ that approximately 700,000 children under the age of five years have already been born HIV-infected, that an estimated 10 million children will have been HIV-infected by the year 2000 and that a large proportion of them will have developed AIDS since the period between infection and disease is much shorter in children than adults,

_Further recognizing_ that the AIDS pandemic may orphan millions of children,

_Recognizing_ the work that UNICEF has undertaken thus far related to AIDS, tempered by the knowledge that much more must be done world wide,

_Taking into account_ the comparative advantages of UNICEF in social mobilization, communication at the grass-roots level, supporting programmes and actions for children in difficult circumstances, as well as the special ability of UNICEF to reach large numbers of women and children,

1. _Urges_ the Executive Director to take immediate further steps, in consultation and cooperation with WHO, to develop a strategy to combat the spread of AIDS within the policy framework of decision 1988/7, taking into account UNICEF experience to date and the leading role of WHO in the overall coordination of international efforts to combat AIDS. This strategy should form the basis for planning and implementing an accelerated programme, within the framework of the programmes of the WHO Global Programme on AIDS and consistent with the goals of the national AIDS programmes, including:

(a) Advocacy aimed particularly at AIDS prevention programmes, as well as efforts directed towards the special needs of women and children affected by AIDS;

(b) Support to existing, and contribution to the development of, effective interventions for behavioural change leading to the prevention of HIV transmission, including support for social and behavioural research on the knowledge, attitudes and sexual practices, which have a bearing on HIV transmission;

(c) Procurement of supplies and distribution support to in-country programmes in the health and education fields required for the prevention of AIDS and sexually-transmitted diseases;

(d) Integration of AIDS prevention and control activities into existing and planned child survival and development programmes and other primary health care activities;

(e) Addressing the needs of AIDS orphans;

(f) Support the development of community-based projects with non-governmental organizations active in HIV/AIDS prevention and control;

2. Requests the Executive Director to report to the Executive Board at its 1992 session on the development of the strategy and implementation of programmes in combating AIDS, since the 1989 progress report to the Executive Board (E/ICEF/1989/L.7).

### 1991/24. Medium-term financial plan, 1991-1994

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the medium-term plan (E/ICEF/1991/3) as a framework of projections for 1991-1994 (summarized in table 3), including the preparation of up to $500 million in programme expenditures from general resources to be submitted to the 1992 Executive Board (shown in table 2, item 3). This amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

### 1991/25. UNICEF financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) The interim financial report and statements for the year ended 31 December 1990, the first year of the biennium 1990-1991 (E/ICEF/1991/AB/L.7);

(b) The financial report and audited financial statements of UNICEF for the year ended 31 December 1989 and report of the Board of Auditors (Official Records of the General Assembly, Forty-fifth Session, Supplement No. 5B (A/45/5/Add.2 and corrigendum);

(c) The report of the Advisory Committee on Administrative and Budgetary Questions on the financial reports and audited financial statements and reports of the Board of Auditors relating to UNICEF (A/45/570 and Corr.1);

(d) The report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 45/235 (E/ICEF/1991/AB/L.3);

(e) The review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1991/AB/L.12).

## 1991/26. Financial report for the World Summit for Children and Summit-related mobilization activities

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the financial report for the World Summit for Children and Summit-related mobilization activities (E/ICEF/1991/AB/L.8).

## 1991/27. Headquarters office accommodation

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Taking note of the recommendation contained in document E/ICEF/1991/AB/L.9 and the views expressed by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on this recommendation in document E/ICEF/1991/AB/L.10,

Noting the views expressed by the Executive Board as well as the Chairman of ACABQ during his presentation of the issue at the 1991 session of the Executive Board,

Taking into account UNICEF current accommodation agreements in New York,

Further noting the concern that UNICEF has leased, without the prior approval of the Executive Board, an additional 23,538 sq. ft. of office space at One Dag Hammarsjkold Plaza commencing on 1 February 1991 in order to meet its urgent needs,

Bearing in mind that UNICEF medium-term headquarters growth might be less than assumed in the Executive Director's recommendations for additional headquarters office accommodation, submitted to the Executive Board in document E/ICEF/1991/AB/L.9,

1. Defers its decision on additional office space requirements to the next session;

2. Authorizes the Executive Director to extend the current lease at One Dag Hammarsjkold Plaza until such time as the Executive Board takes a decision on the office accommodation issue;

3. Requests the Executive Director to present to the Executive Board at its next session a proposal for a cost-effective, long-term office space strategy for central headquarters, including options, with reference in particular to growth, functional and operational decentralization and location, taking into account, *inter alia*:

(a) All relevant decisions taken by the Executive Board, including those taken during this session;

(b) The long-term staff projections;

(c) The organizational structure and operational needs;

(d) The possibilities of securing long-term office requirements, in particular leasing, direct purchase, mortgage purchase or purchase of land and construction options, providing as accurately as possible the comparative short- and long-term cost requirements.

## 1991/28. Budget estimates

On the recommendation of the Committee on Administration and Finance,

*The Executive Board*

*Adopts* the following resolutions, as amended, as contained in the revised budget estimates for the biennium 1990-1991 and budget estimates for the biennium 1992-1993 (E/ICEF/1991/AB/L.1 and Add.1) and in the statement of the Chairman of the Committee on Administration and Finance on its meetings (E/ICEF/1991/AB/L.13):

### Resolution 1

### Budget expenditure estimates for the biennium 1990-1991

*The Executive Board*

1. *Approves* the supplementary budget request of $25,178,085 to cover all mandatory increases for the biennium 1990-1991;

2. *Resolves* that the revised budget estimates for the biennium 1990-1991 are as follows:

| | | $ |
|---|---|---|
| Category 1 (a) | Staff costs: International | 102 286 351 |
| Category 1 (b) | Staff costs: Local | 91 009 169 |
| Category 2 (a) | General operating costs: Headquarters | 64 201 142 |
| Category 2 (b) | General operating costs: Field | 57 359 216 |
| Category 2 (c) | Capital expenditures: Headquarters | 2 196 223 |
| Category 2 (d) | Capital expenditures: Field | 1 186 250 |
| Category 3 | Packing and assembly costs | 8 934 249 |
| | Total expenditures | 327 172 600 |

3. Reaffirms that mandatory increases as defined by the Executive Board are those aspects which are beyond management control, i.e. mandatory salary increases, exchange rate fluctuations, unanticipated rent increases, additional staff entitlements approved by the United Nations common system and other unforeseen cost increases for existing UNICEF offices;

4. Decides that any savings realized during the course of a biennium budget should first be applied to mandatory increases and to cover unforeseen expenditures;

5. Reaffirms the principle that the reserve should be used to cover mandatory increases as contained in paragraph 3 above;

6. Reaffirms that the supplementary budget should not be the vehicle for new proposals.

## Resolution 2

## Merging of the Division of Information and the Division of Public Affairs

The Executive Board

Agrees to maintain the current structure of the Division of Information and the Division of Public Affairs pending review in the context of the medium-term plan during the 1992 Executive Board session.

## Resolution 3

## Reimbursable procurement income

The Executive Board

1. Accepts the estimates of reimbursable procurement income for the 1990-1991 revised budget contained in annex XVIII of document E/ICEF/1991/AB/L.1/Add.1;

2. Recommends, with respect to the 1992-1993 proposed budget, that steps be taken to ensure that the estimated staff costs do not exceed the estimated income from reimbursable procurement;

3. Decides that, in the future, interest income should be credited to general resources.

## Resolution 4

## Internal auditors

The Executive Board,

*Noting* the disparate views on the merits of locating auditors either in the regional offices or headquarters,

*Noting* the desire to maintain the performance of this vital function,

1. *Decides* to maintain the current placement of auditors pending the completion of a review by the Board of Auditors of the internal audit function and of the relative merits of the location of the regional auditors which will be presented to the Executive Board in 1993;

2. *Recommends* that the auditors be recruited under the International Civil Service Commission regulations and be made aware of the possible consequences of the Board of Auditors review.

## Resolution 5

## Revised income estimates related to the budget for the biennium 1990-1991

The Executive Board

*Resolves* that, for the biennium 1990-1991, revised estimates of income related to the budget estimates are approved as follows:

| | | $ |
|---|---|---|
| (a) | Recovery from packing and assembly activities | 16 000 000 |
| (b) | Contributions from assisted Governments towards local budget costs | 1 850 000 |
| (c) | All other income | 7 150 000 |
| | Total income | 25 000 000 |

### Resolution 6

## Income estimates related to the budget for the biennium 1992-1993

The Executive Board

Resolves that, for the biennium 1992-1993, revised estimates of income related to the budget estimates are approved as follows:

| | | $ |
|---|---|---|
| (a) | Recovery from packing and assembly activities | 16 000 000 |
| (b) | Contributions from assisted Governments towards local budget costs | 1 850 000 |
| (c) | All other income | 7 150 000 |
| | Total income | 25 000 000 |

## 1991/29. Budget expenditure estimates for the biennium 1992-1993

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Taking note of the comments and recommendations made by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in its report (E/ICEF/1991/AB/L.10) and in the statement by its Chairman to the Committee on Administration and Finance on 30 April 1991, in particular, on the nature of UNICEF as a field-oriented fund and the need for an efficient and productive use of available resources, especially by restraining growth of its administrative expenditures, particularly at headquarters,

Stressing the need to keep administrative expenditures at the necessary minimum, bearing in mind that resources should be used primarily for programme activities,

1. Requests the Executive Director to provide the Executive Board, at its next regular session, with a comprehensive review of existing project posts and the criteria for:

(a) The establishment of project posts at headquarters, in relation to core posts and to their respective functions, bearing in mind the principle that core functions should be financed from the administrative and programme support budget and from the 6 per cent surcharge from supplementary funding;

(b) The conversion of posts from project to core and vice versa;

(c) The establishment of prorated project posts, including review of the adequacy of the 6 per cent surcharge reserved to recover administrative, personnel and operating costs;

2. Further requests the Executive Director, pending the comprehensive review of project posts to be made at the 1992 regular session of the Executive Board, to maintain a net zero growth in project posts charged to general resources at headquarters, making use, in the meanwhile, of existing project posts in order to address emerging priorities;

3. Resolves:

(a) That the budget estimates for the biennium 1992-1993 are approved as follows:

| | | $ |
|---|---|---|
| Category 1 (a) | Staff costs: International | 121 631 854 |
| Category 1 (b) | Staff costs: Local | 110 497 917 |
| Category 2 (a) | General operating costs: Headquarters | 73 533 897 |
| Category 2 (b) | General operating costs: Field | 67 488 334 |
| Category 2 (c) | Capital expenditures: Headquarters | 3 013 000 |
| Category 2 (d) | Capital expenditures: Field | 2 831 780 |
| Category 3 | Packing and assembly costs | 11 957 525 |
| | Total expenditures | 390 954 307 |

(b) That for the biennium 1992-1993, a commitment of $390,954,307 for the budget is approved;

(c) That capital expenditures in categories 2 (c) and 2 (d) include only computer equipment;

(d) That the Executive Director be authorized to administer in the most efficient and effective manner the provisions under each of categories 1 (a), 1 (b), 2 (a), 2 (b), 2 (c), 2 (d) and 3. The Executive Director may, without further authorization of the Committee on Administration and Finance, transfer, if necessary, into any one of categories 1 (a), 1 (b), 2 (a), 2 (b), 2 (c) and 2 (d), an amount not exceeding 5 per cent from these same categories. In addition to the 5 per cent transfer authority with regard to category 2 (b), the Executive Director may revise the recovery amount from supplementary-funded projects upward or downward in line with actual supplementary-funded programme expenditures for a given budget year. The amount in category 3 may also be revised upward or downward in line with the volume of the throughput and reported to the Executive Board. Transfers in excess of the 5 per cent mentioned above may be made with the prior concurrence of the Executive Board. In exceptional cases, this consultation may be made by mail poll;

4. Agrees with the recommendation of ACABQ and decides against the proposed establishment of the following posts at headquarters: Associate Director (D-2), Programme Division; Director (D-2), Planning and Coordination Office; Information Officer (P-4), Division of Information; Public Affairs Officer (P-4), Division of Public Affairs; and 10 General Service posts;

5. Further decides to review at its 1993 regular session the four additional core posts established on the basis of decision 1990/5;

6. Further agrees with the recommendation of ACABQ and decides against the proposed upgrading of the following posts at headquarters: Director, Evaluation Office, to D-2; Counsellor to the Executive Director to D-1, Special Assistant/Director, United Nations Affairs, to D-1, Special Assistant to P-4 and Executive Assistant to P-4 (Office of the Executive Director); Chief, Recruitment and Staff Development Section, to D-1, Senior Personnel Officer to P-5, Training Officer to P-5, Chief, Remuneration Unit, to P-5, Recruitment Officer to P-4 and two Personnel Officers to P-4 (Division of Personnel);

7. Further decides, in view of the need to strengthen the Geneva Office, that the post of Operations Officer (P-4) be established through redeployment from within existing posts at headquarters;

8. Further decides that any new posts or reclassification recommended in the proposed budget and not approved by the Executive Board shall not continue to be financed and be implemented through the use of other funding sources without the prior approval of the Executive Board;

9. Takes note of the establishment of criteria for grade levels for UNICEF representative posts as reported in paragraphs 42 to 46 of document E/ICEF/1991/AB/L.1;

10. Further requests the Executive Director to apply the criteria for grade levels for UNICEF representative posts in a consistent way, and to provide the Executive Board, at its next regular session, with a report on the application of these criteria, keeping in mind the importance attached to common standards of the United Nations system in this area;

11. Further recommends that offices with large programme throughput should be evaluated on the basis of a five-year period, thus eliminating emergency operations where D-2 posts may not be warranted on a long-term basis.

## 1991/30. Review of budget format

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Noting the concern expressed by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in its report (E/ICEF/1991/AB/L.10), in particular, paragraph 3, and in the statement by the Chairman of ACABQ to the Committee on Administration and Finance in particular, with reference to the transparency of the UNICEF budget,

Noting also the widespread concern expressed by delegations during the 1991 session of the Executive Board on the need for greater clarity in UNICEF budget documents,

Welcoming the moves towards greater transparency in the budget reflected in initiatives taken in recent years,

Bearing in mind that the budget document is an essential tool in Executive Board deliberations on budget proposals,

Noting also the need to utilize the time of the Executive Board most effectively and to give the clearest guidance to the Executive Director,

1. Requests the Executive Director, in close consultation with ACABQ and a reference group to be nominated by the Bureau, to carry out an in-depth study and analysis of the structure and format of budget documents, including such substantive elements as the financial plan including income projections, programmes and budgetary expenditure and cash balances, with a view to simplifying and improving their representation, setting them on a consolidated basis and making full use, as appropriate, of the expertise of other United Nations agencies;

2. Recommends that the Executive Director appoint two UNICEF staff members to carry out the study and analysis and to bring the necessary expertise from Programme and Operations divisions to the analysis, which should include the following:

(a) A study, drawing on specific proposals emerging from consultations with Executive Board members, as to how all budget documents should be presented, with particular emphasis on clarity and transparency;

(b) A study of the usefulness and feasibility of presenting staffing and administrative costs together with programme proposals;

(c) A review of the format of the medium-term plan with respect to budgetary issues, and proposals for improvement if necessary;

(d) A study and report on the criteria used to decide, in particular at headquarters, which posts should be financed from core or other funds;

(e) A review of the presentation of all global programme support funds, global reserves and interregional programmes, taking account of the Board's intention that their administrative and personnel implications be considered in the context of the budget;

(f) A study of the projected rates of income in comparison to estimated programme expenditures, with consideration of the relationship between this and the liquidity reserves;

(g) A review of the criteria used for grading UNICEF staff, in particular at the D-1 and D-2 levels;

3. Requests the Executive Director to present to the Executive Board through ACABQ as early as possible in its 1992 sessions, the results of this analysis and specific proposals to increase the clarity and transparency of all budget documents.

## 1991/31. Review of the administrative and management structure of UNICEF

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Recognizing the considerable increase in UNICEF activities and growth of its administration over the last decade,

Further recognizing the challenges ahead for UNICEF in the 1990s,

Bearing in mind that UNICEF is a field-oriented development organization,

Taking into account previous studies of the administrative and organizational structure of UNICEF,

Recognizing that the assessment and adaptation of organizational and administrative structures in response to evolving priorities and needs is an integral feature of management and governance,

1. Decides to consider at its 1992 session the need for review of the administrative and management structure at UNICEF headquarters in order to ensure that they remain appropriate and efficient,

2. Requests the Executive Director, in consultation with members of the Executive Board through the Bureau, to present an outline of a mandate setting out the possible scope of such a review, taking into account the relevance of other reviews which have already been conducted.

## 1991/32. UNICEF staffing

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the report on the composition of all international Professional core staff and international project staff of the United Nations Children's Fund as of 1 January 1991 (E/ICEF/1991/AB/L.2 and Corr.1).

## 1991/33. UNICEF staffing

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Taking note of document E/ICEF/1991/AB/L.2 and Corr.1 on the composition of all international Professional core staff and international project staff of UNICEF as of 1 January 1991,

Mindful of the expansion of UNICEF activities, especially in developing countries,

Affirming the importance of efficient programme delivery and ensuring sustainability and national capacity-building in developing countries,

Taking into consideration the importance of appropriate programme planning, implementation and delivery,

Bearing in mind the principle of equitable geographic distribution in the United Nations and the specialized agencies,

Noting that the better understanding the UNICEF staff have of the cultural environment of developing countries, the more capable they are to develop and implement relevant programmes and enhance UNICEF cooperation,

1. Notes the limited percentage of UNICEF staff from developing countries in relation to the total number of staff, particularly at the senior level;

2. Calls upon the secretariat to expand recruitment from developing countries for international Professional posts, both at headquarters and at field offices;

3. Requests the Executive Director to report to the Executive Board at its 1992 session on the action taken towards the implementation of the present decision.

## 1991/34. Draft model Basic Cooperation Agreement

On the recommendation of the Committee on Administration and Finance,

The Executive Board

1. Notes the text of the revised draft model Basic Cooperation Agreement and the reservations made by the various delegations;

2. Requests the Executive Director to prepare a report on the subject, listing all the proposals and reservations made by delegations;

3. Decides that the draft model Basic Cooperation Agreement will be put on the agenda for a thorough discussion at the 1992 Executive Board.

## 1991/35. Greeting card and related operations work plan and proposed budget for 1991

On the recommendation of the Committee on Administration and Finance,

### A. Greeting card and related operations (GCO) budgeted expenditures for the 1991 season

The Executive Board

1. Approves for the fiscal year 1 May 1991-30 April 1992, budgeted expenditures as detailed in tables 3, 4 and 5, and summarized in column II of table 7,

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in column II of table 7 and to increase the expenditures up to the level indicated in column III of table 7, should the apparent demand before and during the season necessitate; and, accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the demand decrease;

(b) To transfer funds between allotment accounts if necessary within the limits shown in table 7;

(c) To spend an additional amount between Board sessions when necessary, owing to currency fluctuations, to ensure the continued operation of GCO.

### B. Budgeted income for the 1991 season

The Executive Board

Notes that for the fiscal year 1 May 1991-30 April 1992, gross GCO income is budgeted as shown in column II of table 7 (E/ICEF/1991/AB/L.6).

## 1991/36. Greeting card and related operations - financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) The GCO financial report and accounts for the 1989 season for the year ended 30 April 1990 (E/ICEF/1991/AB/L.5);

(b) The GCO provisional report of the 1990 season (covering the period 1 May 1990-30 April 1991) (E/ICEF/1990/AB/L.4).

## Annex I

## REPORT OF THE PROGRAMME COMMITTEE ON ITS MEETINGS HELD AT UNITED NATIONS HEADQUARTERS FROM 24 TO 29 APRIL AND ON 3 MAY 1991

### I. ORGANIZATION OF THE SESSION

1. The Programme Committee held 12 meetings to review proposals for the United Nations Children's Fund (UNICEF) programme cooperation and to consider a number of policy issues. Mr. Gabriel N. Fernandez (Liberia) served as Chairman of the Committee and Dr. Iftekhar Ahmed Chowdury (Bangladesh) served as Vice-Chairman. The Committee was assisted in its deliberations by observer delegations from countries, as well as from agencies and organizations of the United Nations system.

2. The provisional agenda of the Committee, as contained in document E/ICEF/1991/1/Rev.2, annex I, was adopted.

### II. THE ROLE OF UNICEF IN THE IMPLEMENTATION OF THE CONVENTION ON THE RIGHTS OF THE CHILD

3. The Committee had before it a report on the measures taken by UNICEF to promote implementation of the Convention on the Rights of the Child (E/ICEF/1991/L.7), as requested by the Executive Board in decision 1989/10 (E/ICEF/1989/12). There was a short presentation by Jan Martenson, Under-Secretary-General for Human Rights, in which he stressed the growing worldwide awareness of children's rights, the interrelationship between the promotion of children's rights and working for universal human rights, and the need for close cooperation between all concerned, especially the United Nations Centre for Human Rights, UNICEF and other agencies, in the implementation of the Convention. In this regard, he thanked UNICEF for its excellent cooperation with the Centre for Human Rights.

4. Many delegations described the adoption of the Convention as a giant step for humanity. The remarkably short time required for the Convention's entry into force was pointed out, together with the need to translate this momentum into action. The many violations of children's rights in both industrialized and developing countries were cited, and the Convention was described as a milestone in human progress and a comprehensive vehicle for enhancing the development of children. Delegations described the progress made in various countries regarding ratification of the Convention and legislation pertaining to children. Activities to create and foster public awareness, such as seminars and special promotional events featuring celebrities, ministers, lawyers and other public figures, were mentioned.

5. It was agreed that UNICEF should cooperate with Governments, intergovernmental bodies, National Committees for UNICEF and non-governmental organizations (NGOs) in facilitating and promoting the adoption and ratification of the Convention. However, it was stressed that the primary responsibility for providing support to the Committee on the Rights of the Child rested with the Centre for Human Rights, and UNICEF would therefore be

guided by it in supporting Governments in their review of relevant legislation. It was suggested that any Executive Board resolution on the subject emphasize that fact. The important roles of National Committees, Governments, NGOs and regional bodies were also underlined. National Committees played a particularly essential role in industrialized countries. One delegation said that although the report was comprehensive, it was necessary to define more clearly the role of UNICEF in industrialized countries. It was felt that National Committees should take the lead and that the secretariat should play only a supporting role. Another delegation expressed concern that secretariat activities to support Governments in implementing the Convention would lead to an expansion of UNICEF staff. The secretariat responded that the activities to support the implementation of the Convention would be integrated into regular programming and that the Centre for Human Rights was recognized as the lead agency.

6. Delegations pointed out that programmes for children are enhanced when they are undertaken jointly with advocacy and mobilization for children's rights and that children and young people should participate in this process. Fulfilment of children's rights regarding health, education and water supply and sanitation meant fulfilment of the goals of the World Summit for Children. Therefore, the Declaration and Plan of Action adopted by the Summit should be considered as parts of an integrated whole. However, a holistic approach did not mean intervention by the secretariat in all sectors, and discretion was advised in this respect.

7. It was agreed that the country programme should be the principal vehicle of UNICEF support in implementing the Convention. Delegations welcomed the proposal to incorporate the standards set by the Convention, and the issues it raised, into country situation analyses. UNICEF support in the development of national mechanisms to gather gender-specific and area-specific data on children was also considered to be useful. It was agreed to give high priority to national capacity-building in order to assess progress towards the realization of the rights set forth in the Convention. The secretariat was encouraged to focus its efforts in developing countries, although the Convention is binding for all States. Education campaigns, information dissemination and information exchange would be important parts of that process.

8. The importance of inter-agency cooperation was also stressed. For example, collaboration with the International Labour Organisation (ILO) would be crucial in the case of working children. In all cases, however, the Centre for Human Rights should be the focal point for all coordination between Governments, agencies and NGOs.

9. Some delegations suggested that more emphasis should be placed on the situation of children in especially difficult circumstances within developing countries, particularly those in armed conflict and those subject to torture, capital punishment and political persecution. For such cases, increased cooperation was needed with international humanitarian organizations such as the Red Cross and Red Crescent societies, Save the Children and Defence for Children International. The secretariat said high priority was being accorded to children in especially difficult circumstances in developing countries. In response to comments that the report overemphasized children in especially difficult circumstances in industrialized countries, it was clarified that

this was for exemplification purposes only and that no specific programme activities were being planned regarding the application of the Convention in industrialized countries. (See chap. IV, decision 1991/9 for the recommendation of the Committee as adopted by the Executive Board.)

## III. WORLD SUMMIT FOR CHILDREN

10. The Committee had before it a "Programme of action for achieving the goals for children and development in the 1990s: A UNICEF response to the Declaration and Plan of Action of the World Summit for Children" (E/ICEF/1991/12). There was broad consensus that the report provided a useful basis for future UNICEF action in the area of follow-up to the Summit. Delegations agreed with the multidisciplinary approach of UNICEF concerning the complex problems of infant, child and maternal mortality. Speakers also agreed that the global momentum generated by the Summit must be maintained.

11. According to some delegations, the evolving emphasis on human development was reflected not only in the Summit goals, but also in the Declaration of the Eighteenth Special Session of the General Assembly, the international development strategy for the Fourth United Nations Development Decade and the United Nations Development Programme (UNDP) Human Development Report. A number of delegations suggested that the Summit follow-up should be pursued in this wider context. Furthermore, the human dimension would be particularly emphasized in the overall development policies of many industrialized countries.

12. Many delegations emphasized that implementation and monitoring of the Summit commitments at the national level were primarily a domestic responsibility. UNICEF and other international organizations could only play a supporting role, and only when assistance was requested by Governments. The secretariat agreed that although implementation was primarily a domestic responsibility, the wider international dimension was also crucial to ensure adequate financial support for implementation.

13. A number of delegations called upon UNICEF to provide guidance to countries on the preparation of national programmes of action. The translation of the Summit goals and commitments to the national level should take place in the context of existing national planning frameworks since the establishment of separate mechanisms would inevitably lead to duplication. In the implementation of national programmes of action, Governments should adopt an attitude of self-criticism. Moreover, the effectiveness of the implementation would be reinforced by National Committees, which would remind Governments of their obligations when necessary. Delegations emphasized that the role of communities as active partners, rather than as recipients, would be crucial for success in implementation. Priorities to be given to various goals must be considered carefully. A few delegations suggested that the secretariat should assist countries in preparing formats for the national programme of action. The secretariat responded that it was ready to do so, but that complete standardization should not be attempted given the different situations of different countries.

14. There was general agreement that the focus of Summit follow-up should not involve creating new permanent structures, either within UNICEF or in

countries. Delegations welcomed and supported the view that the UNICEF country programming process should provide the framework for the translation of the Summit goals into concrete action at the national level. Overemphasis on quantitative targets, particularly in the health sector, should be avoided. While such targets were extremely useful standards for measuring progress, they should be reached in an integrated and sustainable manner, in the overall context of improved primary health care (PHC) systems. Special attention should also be given to other important areas such as family planning, children in especially difficult circumstances and information and support services to parents. It was generally agreed that the goals should not be regarded as ends in themselves, but rather as the tools to achieve a better future for children and women. One delegation said that the issue of sustainability needed to be clarified further. The modalities of local community participation in the implementation of various other targets, using the structures developed through universal child immunization (UCI) programmes, should be further elaborated. Some delegations expressed regret that the document did not mention the role of UNICEF in population issues, neglect of which would undermine sustainability of progress in other fields. The secretariat cited recently enhanced cooperation between the World Health Organization (WHO), the United Nations Population Fund (UNFPA) and UNICEF, which was expected to lead to more tangible results in this regard.

15. Summit monitoring activities were generally supported, with one delegation saying that UNICEF should play a pivotal role in this regard. Another delegation cautioned that efforts of other United Nations agencies should not be duplicated, and that additional funds should not be required from general resources. It was agreed that more emphasis should be placed on strengthening national capacity for monitoring. The secretariat explained that an inter-agency working group existed for monitoring the Summit goals, and that UNICEF was working with other relevant United Nations agencies to strengthen statistical capacity.

16. Effective inter-agency coordination and cooperation were important, both at headquarters and at the field level, according to many delegations. In this context, UNICEF, WHO, UNDP and UNFPA were commended for the joint letter of February 1991 to their staffs on maternal and child health and family planning. Speakers also called attention to the letters sent by the Secretary-General to the heads of many agencies regarding the Summit and to a similar letter sent by the Director-General for Development and International Economic Cooperation to United Nations resident coordinators in field offices. Joint missions with UNDP, in the context of the human development initiative, and joint activities with the United Nations Statistical Office, in relation to monitoring, were also mentioned.

17. Increased cooperation with the Office of the United Nations High Commissioner for Refugees (UNHCR) was also encouraged. A representative of UNHCR addressed the Board on the subject of enhanced cooperation between the two organizations, and said that 70 per cent of the world's present refugee population were women and children. A multidisciplinary working group on children had been created within UNHCR, and cooperation and coordination of resources and efforts with UNICEF and other agencies would be sought regarding the implementation of both the Convention on the Rights of the Child and of the Summit Plan of Action.

18. Social mobilization efforts should be continued, said several delegations, but more attention should be focused on building the capacity of local institutions for advocacy. Ideally, UNICEF should strive to put itself "out of business" in the social mobilization area, according to one speaker. Social mobilization should be regarded as instrumental to programme delivery, which was the primary task of UNICEF. Particular support should be given to local NGOs and other community groups with a view to increasing popular participation. One delegation noted that social mobilization should not be overemphasized, as there was a risk of lessening the emphasis on actual implementation.

19. Speakers recognized the important initial efforts to respond to the acquired immune deficiency syndrome (AIDS) pandemic and urged an enhanced UNICEF role in the procurement and distribution of AIDS prevention supplies, including condoms, through the UNICEF supply system, as well as through the Bamako Initiative. One delegation suggested an expansion of activities to cover a larger number of countries. The secretariat responded that it recognized the urgency and importance of the issue, but before attempting to expand further, it was essential that modalities for tackling the problem on a national scale be better established.

20. Several delegations provided the Committee with information on what their Governments were doing to fulfil the commitments made at the Summit. One delegation pointed out that industrialized countries were not without problems in the health and education sectors. Their problems were the same as those found in developing countries, and UNICEF had provided a "shining example" of how to successfully address some of the problems. It was requested that concrete proposals concerning the operationalization of the follow-up to the Summit be included in the next medium-term plan. (See chap. IV, decisions 1991/10 and 1991/11 for the recommendations of the Committee as adopted by the Executive Board.)

## IV. PROGRESS ACHIEVED IN UNIVERSAL CHILD IMMUNIZATION

21. Progress made in achieving UCI in 1990 was discussed in two reports presented to the Committee (E/ICEF/1991/L.8 and Add.1). There was general agreement that reaching the target had been made possible by collective efforts in each country involving heads of State, government officials, community leaders and community workers, NGOs and media and religious leaders. Also instrumental were the generous contributions made by several donor countries and organizations such as Rotary International. It was stressed that WHO deserved special mention as a partner in the UCI endeavour.

22. Delegations expressed appreciation for UNICEF efforts in this area and for the progress made during the past several years towards UCI. Several delegations announced the achievement of UCI or progress in their countries towards that goal. UNICEF social mobilization activities were highlighted as an essential factor in the successful implementation of health and other programmes. Many delegations gave examples of national efforts in this regard, including the use of mass media and communications.

23. A few delegations cautioned against premature enthusiasm, since UCI had not yet been achieved everywhere. It was generally agreed that more action

was required to reach previously inaccessible areas and to target the last unreached sectors of the population.

24. Long-term sustainability was a prominent issue. There was general concern for maintaining the structures of UCI and high coverage rates. In some countries, immunization rates had reached a plateau and were beginning to decline. Capital investments such as vehicles and cold-chain equipment were in need of renewal. Low staff morale and AIDS were also cited as other impediments to sustainability. Therefore, enormous efforts and funds would be required to maintain the expanded programme on immunization (EPI) structure, particularly in countries undergoing economic reform.

25. The wisdom of accelerating immunization as a vertical programme was also discussed. Some delegations suggested a more gradual approach as part of a comprehensive health system. Other delegations suggested using UCI as a first but important step towards strengthening the PHC system. It was cautioned that the health needs of men and women, as productive members of society, must not be neglected as a result of too narrow a focus on UCI. It was strongly emphasized by some delegations that immunization programmes must be closely linked to family planning programmes. The secretariat responded that sustainability was indeed the long-term objective of UNICEF, and that all efforts were being made to develop EPI structures within a more comprehensive PHC package, in addition making them financially sustainable.

26. Several delegations described their plans to work towards disease eradication targets and the addition of other services in a comprehensive package that one delegation called "UCI plus". The contacts established through immunization services could be used to deliver other services, such as vitamin A or iodine supplementation, weighing, family planning, etc. One delegation said that hepatitis B was a serious problem in many regions, and the addition of this vaccine to the regular EPI schedule should be considered. The issue of affordability was a serious constraint for many developing countries since their national budgets would not be able to afford the cost of adding this seventh vaccine to the existing antigens.

27. Some delegations expressed concern regarding the involvement of UNICEF in the proposed Children's Vaccine Initiative (E/ICEF/1991/P/L.31) (see also paras. 68-70 below). More information was requested on the role of UNICEF and WHO in this respect, as well as information relating to the role of UNICEF in the proposed vaccine independence initiative (E/ICEF/1991/P/L.41) (see also para. 67 below). Those delegations felt that the role of UNICEF should be confined primarily to advocacy. The secretariat stressed that WHO would be the major player in the Children's Vaccine Initiative and that the UNICEF role would be supportive and catalytic, with more emphasis on the "downstream" applied side. The importance of the Initiative in making new and better vaccines available in the near future was emphasized.

## V. PROGRAMME COOPERATION

28. Regarding overall programme delivery, several delegations pointed out that a number of UNICEF programmes, including some that were before the Board for approval, were in countries where the Governments had been widely criticized for failing to respect the rights and dignity of their citizens.

In some such countries, donors had found it necessary to cease their bilateral programmes on those grounds. It was emphasized that UNICEF should therefore exercise considerable care regarding the channels through which its assistance was delivered in order to ensure that this assistance reached the people for whom it was intended. It was also stressed that programme expenditure might have to be less ambitious in the absence of a suitable government infrastructure.

29. The Committee reviewed for general resources funding a total of 30 country programmes, two regional proposals, 10 interregional proposals and one recommendation for services for Palestinian children. It also reviewed supplementary funding proposals for 10 countries, two subregional and regional projects and two interregional funds for which no general resources programmes were recommended for approval by the current session, as summarized in documents E/ICEF/1991/P/L.2 and Add.1 and Corr.1. (See chap. IV, decisions 1991/12, 1991/16 and 1991/19 for the recommendations of the Committee as adopted by the Executive Board.)

### Asia

30. Introductory presentations were made by the UNICEF representative for India, the Regional Director for South Asia, the UNICEF representative in Viet Nam and the Regional Director for East Asia and the Pacific.

31. There was praise for the coherence of the country programmes presented, as well as for the high UCI rates in the region. Many delegations described the progress attained in child and family welfare programmes supported by UNICEF. Delegations emphasized that it was important to build on and sustain what had been developed. It was stressed that since the region contained the majority of the world's poor children, it deserved the attention of UNICEF. There was a strong need to support vulnerable and deprived groups, such as populations living in remote hill areas, the urban poor and children in especially difficult circumstances, particularly street children and working children, whose numbers were increasing because of rapid urbanization.

32. The importance of the role of UNICEF in sensitizing the public was stressed. Successful social mobilization had led in many cases to changes in the traditional fatalistic attitudes of local communities. One delegation pointed out that new approaches, such as electronic mass media, would be needed. Further mobilization was needed to promote the use of oral rehydration therapy (ORT) throughout the region, since insufficient ORT usage was caused by the lack of community education. It was agreed that community participation was the key to sustainability, and ultimately, to improving standards of living for the poor.

33. UCI achievements in the region were generally praised. It was cautioned, however, that sustained success would be measured not by the number of children immunized, but by better overall health in the region. Therefore, increased cooperation with WHO was urged in order to strengthen epidemiological capacity. The need to strengthen local capacities and ensure a better infrastructure was also emphasized. Continued intensification and maintenance of quality of cold-chain equipment would be necessary for sustained success.

34. The important role of women in development and the need to focus on the girl child was stressed by several delegations. Countries of the South Asian Association for Regional Cooperation had designated 1990 as the Year of the Girl Child, and related activities focusing on the girl child were discussed. The prevalence of high maternal mortality rates (MMRs) in the region was commented upon, and further information was requested. The secretariat replied that a comparative study would be carried out, and mentioned several factors that contributed to high MMRs, including high anaemia rates among women, tetanus, problems of referral systems and lack of knowledge or education.

35. The importance of education was highlighted, particularly female literacy and education of the girl child. Countries in the South Asia region were giving higher priority to education. It was cautioned that progress in the education sector should not be at the expense of the health sector. Several delegations welcomed the increased emphasis on education, with its focus on the girl child and in the context of goals set by the World Conference on Education for All.

36. Continuing support was urged for emphasis on water supply and sanitation, which was important not just as a health measure, but also as a social intervention to address the problems faced by women. In many countries of the region, such as those of South-East Asia, water was abundant, but much of it was contaminated by poor environmental sanitation. Particular mention was made of latrines as part of the Viet Nam country programme (E/ICEF/1991/P/L.16).

37. Some delegations expressed concern that family planning had not been mentioned in specific terms. The need to promote family planning programmes further and accord family planning a more prominent place was highlighted. The rise of AIDS was particularly alarming, and the change in the pattern of transmission, which resulted in increased cases of perinatal AIDS, was pointed out. In this respect, it was suggested by one delegation that the use of condoms would be beneficial for both family planning and prevention of AIDS transmission. The secretariat reassured delegations that family planning was being emphasized and promoted. For example, the salary of a UNFPA staff member was being financed from the interregional fund for programme preparation, promotion and evaluation (IFPPE) in the South Asia region. Key operational areas for the promotion of family planning were being mapped out, and attempts were being made to create a situation where contraceptives were readily available. In addition, publications such as Facts for Life were being widely distributed.

38. Information was requested on actions taken with regard to AIDS in the region. The secretariat explained that UNICEF involvement had focused on education, including of midwives and pregnant women. Collaboration with national Governments, particularly with regard to the problem of perinatal AIDS, was another important dimension of this involvement.

39. Additional information was requested as to how the nutrition strategy was being incorporated in country programmes so as to address the lingering malnutrition problem in the region. The secretariat responded that nutrition-related aspects were being incorporated into country programmes.

40. Continued support for the Viet Nam country programme was urged by many delegations, as the recent changes in Eastern Europe had had a negative impact on its economy and the country was still affected by decades of war, isolation and deprivation. Stronger support was also urged for Papua New Guinea, which still showed poor health statistics and suffered from internal disturbances. The Cambodia country programme (E/ICEF/1991/P/L.12) was commended for its sure and steady progress, despite an unfavourable environment. The establishment of a reconstituted UNICEF regional office in Kathmandu, Nepal, was welcomed. Although presently limited in scope, acute respiratory infection (ARI) programmes in South Asia were encouraged. Regarding the Bangladesh country proposal (E/ICEF/1991/P/L.26), one delegation was concerned that the rapid pace of programme implementation might lead to lowering of quality. It was suggested that the Bangladesh Rural Advancement Committee proposal on health in that country should be concentrated on a limited number of districts with a more focused approach.

## Africa

41. Proposals for UNICEF cooperation and programme reviews for Africa and the Bamako Initiative (E/ICEF/1991/L.6) were before the Committee. Presentations were made by the UNICEF representatives in Guinea and Nigeria, as well as by the Regional Director for West and Central Africa and the Senior Planning Officer for Eastern and Southern Africa, on behalf of the Regional Director.

42. Several delegations commented favourably on the usefulness and relevance of the presentations. It was generally agreed that Africa's severe economic difficulties were not likely to disappear in the near future and would require attention both from African countries and the rest of the world. Furthermore, the situation was exacerbated by the AIDS pandemic and increasing demographic pressure. In many cases, development would not be possible, given the crushing burden of external debt. While Africa spent $9 billion a year for debt servicing, UNICEF estimated that the achievement of the Summit goals in Africa would require some $6.5 billion to $7 billion. One delegation suggested a donors' conference to mobilize funding for African children and women. It was stressed by some delegations that the goals for children in Africa would not be achieved without sufficient national political will.

43. The need for UNICEF to give continued priority to Africa was stressed by many delegations, and the secretariat committed itself to increase the overall share of programme expenditures for Africa. An appeal was also made to Board members to take up these issues in other forums such as the UNDP Governing Council, the Economic and Social Council, the review meetings on the United Nations Programme of Action for African Economic Recovery and Development, the World Bank and the International Monetary Fund and in donor capitals, as had been done successfully for "adjustment with a human face". It was proposed that an arrangement be established between African and donor countries, bringing together several donor countries with each African country. The proposal could be built on the principle of a "first call for children", with the intention that when an African country remained committed to steady progress towards a realistic set of human goals for the year 2000, the donor group would find ways to ensure support for that country.

44. The devastating effects of AIDS on Africa's economy and population were noted by several speakers. One delegation said that AIDS did not receive

enough attention in UNICEF Africa programmes. The increase in the numbers of AIDS orphans had been considerable, and UNICEF involvement in programmes to prevent AIDS, especially through information and education, as well as the care of AIDS orphans, was supported. Delegations also called attention to other diseases such as malaria, which is the leading cause of infant mortality in many countries. There was also some concern expressed over the sustainability of UCI. The recent measles epidemic in the Sahel was cited in this context. A stronger emphasis on ARI and the control of diarrhoeal diseases (CDD) was called for in Zimbabwe.

45. Family planning activities in Africa were an issue of concern to many delegations. The importance of basic education for women was emphasized in this context. Several delegations said family planning should be a central part of health programme development, and that UNICEF should intensify its consideration of family planning in country programming exercises. The secretariat said there was a considerable amount of collaboration with Governments and other donors on family planning and agreed that this aspect should be brought out more clearly in future country programme proposals.

46. Speakers encouraged UNICEF to expand its nutrition and household food security activities in Africa and expressed appreciation for the innovative work being done in countries such as Malawi, Mozambique and the United Republic of Tanzania, including the improvement of community-based nutrition surveillance programmes. It was emphasized that nutrition programmes should be linked to women's educational needs, including child nutrition and breast-feeding. In many countries, the decline in household food security was caused by the increased production of non-food crops and the lack of support to women involved in the production of both food and cash crops. The development of cash economies forced women to work away from home, leading to an increased trend in the use of formulas. There was therefore an urgent need to promote breast-feeding.

47. Delegations stressed the importance of supporting women's development, especially in the area of education, literacy and health care, partly because women are their children's first teachers. It was agreed that a proposal to measure the involvement of women as an indication of progress in the Bamako Initiative was a good one and would be carefully considered. In certain countries, the pressure of structural adjustment, combined with prejudice against girls, was causing female participation in education to decline.

48. The need for community involvement in water supply and sanitation programmes was stressed, and the use of Zimbabwe's Blair ventilated improved pit latrines was cited. Regarding emergency programmes, support was expressed for the UNICEF programme in Angola, particulaly its complementary short-term relief and long-term rehabilitation aspects, and the proposed UNICEF activities in support of war-traumatized children. Further support was required for the relief programme for Liberian refugees, it was stressed.

49. Delegations expressed a desire for greater coordination between United Nations agencies in order to reduce duplication and competition. In particular, greater coordination was requested with the United Nations Development Fund for Women (UNIFEM) on women's programmes, with the Southern African Development Coordination Conference on AIDS and with NGOs in Nigeria. The secretariat replied that UNICEF field offices worked closely with other United Nations agencies, bilateral donors and NGOs in programme implementation.

50. Delegations requested that greater efforts be made to fill vacant posts in Africa, and concern was expressed about the effect of unfilled vacancies on programme implementation. Various suggestions were made, including the greater use of national Professional staff, which would promote the retention of nationals in developing countries; the involvement of more women in programme implementation; and the streamlining of recruitment procedures. The secretariat responded that a number of measures had been undertaken to address the problem, that new posts were being created at a high rate in Africa and that recruitment time had been reduced to between four and six months.

51. Several delegations voiced concern about the sustainability of UNICEF programmes in Africa, and emphasized the critical need for national budget restructuring and increased external funding. It was also urged that UNICEF programmes fully involve national structures and expertise, and contribute to national capacity-building. While supporting the elements of the proposed national capacity-building programme (E/ICEF/1991/P/L.42), the need for a separate secretariat was questioned. The secretariat responded that no separate secretariat was planned for national capacity-building, and that these functions would be undertaken by regional or country offices.

52. It was agreed that there was still a lack of data on children and women, and more efforts for data collection were required. One delegation expressed an interest in the importance of developing a disease monitoring system, together with WHO, in order to monitor accurately the impact of UCI programmes. UNICEF was complimented on its preparation of long-term plans, even under the difficult conditions for development planning that existed in Africa.

53. The need to include more statistical and financial facts about programmes, including information on project staffing, was emphasized. It was noted by some delegations that the regional progress reports were too short and that some other documents, such as policy papers, were too numerous and too vague. Several delegations requested that the regional reports be more analytical and more detailed. (See chap. IV, decision 1991/13 for the recommendation of the Committee as adopted by the Executive Board.)

### Middle East and North Africa

54. Introductory presentations were made by the UNICEF representative in the Sudan and the Regional Director for the Middle East and North Africa. All delegations expressed appreciation for what UNICEF had done for children in Iraq and Kuwait, and commended the courage of the UNICEF and WHO staff who had undertaken the joint mission to Iraq in February 1991. Admiration was expressed for the dedication of UNICEF staff in the region, and the work of UNICEF in Jordan was particularly commended. War had adversely affected children in this region, particularly in the non-oil-producing countries, and several delegations noted that additional resources should be made available. While appreciating the comprehensive analysis of the situation, one delegation suggested that a new regional strategy was needed in view of the severity of future projections.

55. Delegations expressed concern about the increasing numbers of children in especially difficult circumstances, particularly those affected by armed conflicts. A number of delegations highlighted the contribution of UNICEF in

working for children as a means of building "bridges for peace" and as "zones of peace". Delegations supported the priority given by UNICEF to children in especially difficult circumstances in the region.

56. Child survival achievements in the region were commended, while support was expressed for the upward momentum in child immunization and the focus on safe motherhood. Delegations also expressed appreciation for the region's advocacy on behalf of the girl child. The importance given in the Algeria country programme (E/ICEF/1991/P/L.17) to gender disparity reduction and the emphasis on basic education, particularly for women, were commended. It was noted that in countries such as Yemen, the female illiteracy rate was 90 per cent and therefore required priority attention by UNICEF. In the Turkey country programme (E/ICEF/1991/P.L.19), the focus on reaching children in the eastern and south-eastern parts of the country and in the urban areas was endorsed, while activities to improve female access to education were commended.

57. Appreciation was expressed for UNICEF work in the Sudan (E/ICEF/1991/P/L.18), particularly the emphasis on health and water supply provision and the integration of women's needs. Speakers expressed concern for the children in need in southern Sudan. Regarding Operation Lifeline Sudan (OLS), the secretariat hoped that operational modalities would soon be worked out in order to accelerate further programmes for children in southern Sudan, and to maintain activities at a level where the urgent needs of children could be adequately addressed. UNICEF experience in the Sudan had shown a much greater preoccupation with food relief rather than the non-food components of emergency aid, and a readier response by donors to contribute to food aid. In this regard, it was stressed that non-food components, including health, nutrition, water supply and sanitation and shelter in emergency situations, were also equally important in saving the lives of children and other vulnerable groups.

58. The needs of Palestinian children were mentioned and a study was requested on their situation, especially in the context of the Convention on the Rights of the Child. More assistance was requested for children in the occupied territories of the West Bank and Gaza and for children in Lebanon. An observer stated that the recommendation before the Board for Palestinian children and women in the Syrian Arab Republic (E/ICEF/1991/P/L.23) did not describe the situation of such children adequately, and requested changes in the wording to conform with that formally used by the United Nations. The secretariat noted that UNICEF was assisting programmes for the benefit of Palestinian children in Jordan, Lebanon, the Syrian Arab Republic and in the occupied territories of the West Bank and Gaza. (See chap. IV, decisions 1991/14 and 1991/15 for the recommendations of the Committee as adopted by the Executive Board.)

### The Americas and the Caribbean

59. Presentations were made by the UNICEF representative in Chile and the Regional Director. Many delegations noted the negative economic trends in the region, as well as the resulting social costs and their impact on the child population. Catastrophes in the region, particularly the recent earthquake in Costa Rica and the cholera epidemic in Peru (see chap. IV, decision 1991/5), were also mentioned, as were the large numbers of "new poor" in the region.

The change in status of certain countries from donor to beneficiary was cited as an indication of deteriorating economic conditions in the region. Support was expressed for national reconciliation and efforts in the region to build more democratic societies.

60. Despite the generally gloomy picture, it was noted that social mobilization by Governments had led to a decrease in under-five mortality rates and to good progress in CDD and polio eradication. Several delegations acknowledged the role of UNICEF in improving social indicators, of which social mobilization was seen as a key factor. The World Summit for Children was hailed as a major political success, with reminders of the need for follow-up actions. There was broad support for UNICEF country programmes, including their emphasis on the most vulnerable sectors of the population, the desire to reduce poverty and the use of non-traditional alliances to achieve goals for women and children.

61. Speakers appreciated the upgrading of UNICEF offices in the region. One delegation expressed admiration for the creative and unified approach of the UNICEF regional office in dealing with problems of mothers and children, despite the limited availability of programme funds. In this context, the same speaker cited the Special Adjustment Facility for Latin America and the Carribean (SAFLAC) and various regional and subregional projects, including the regional project for women in development, and the subregional PROANDES (Programa de la Región Andina - Programme for the Andean Region) project. There was also general appreciation for the oral rehydration units that were helpful in minimizing the effects of cholera.

62. Overwhelming support was voiced for the regional programme for children in especially difficult circumstances (E/ICEF/1991/P/L.21), particularly its provision of services in the streets and its efforts to integrate children into families at the community level. One delegation remarked that the amount of funding requested was very modest for such a serious problem, and praised the Latin Amercan countries for their leadership in efforts to deal with this problem. Speakers also welcomed the focus on understanding the root causes of this problem, including poverty.

63. Delegations also expressed support for the proposed Amazon subregional programme (E/ICEF/1991/P/L.21). It was suggested by one delegation that UNICEF participate in the United Nations Year for Indigenous Populations (1993) with an event for indigenous children. Suggestions were also made regarding coordination and earmarking of funds for the programme (see chap. IV, decision 1991/7). Delegations commended UNICEF for the emphasis on addressing the problems of adolescent pregnancies and AIDS, and for the plans concerning environmental education for children.

64. A number of delegations, however, expressed reservations about the documents. Fewer and more analytical documents were requested so that the Board could use these as management tools for further decision-making. It was suggested that the documents contain the following elements: a clearer picture of the distribution of UNICEF funds between the countries or subregions, including past and future trends and brief explanations on significant changes; the composition of UNICEF activities and the priorities therein, especially with regard to national capacity-building; practical information on how the actions would be implemented; an analysis of the extent

to which objectives of the medium-term plan have been achieved; and an analysis of the implementation of the UNICEF regional development strategy. The same delegations pointed out, however, that the Board should avoid micromanagement. Other delegations warned against having overly optimistic objectives, questioning in this regard the income-generating activities described in document E/ICEF/1991/P/L.25, which would benefit 200,000 women in Peru. Caution was advised against underestimating the unmet needs of the "new poor".

65. Some delegations remarked that child spacing, family planning and the prevention of human immune deficiency virus (HIV) infections should be included in the women's development programmes in view of the high fertility rates in the area. One delegation requested more information on the steps taken since a 1988 proposal to improve articulation of the goals for the Eastern Caribbean countries. The link between the emergency social programme of the Government of Peru and the UNICEF programme in that country was also queried by another delegation.

66. With regard to the joint UNICEF/Inter-American Development Bank initiative for a social investment fund, the secretariat mentioned that some donors had been found and that currently, modalities were being examined. Referring to inquiries concerning SAFLAC and the status of the proposed evaluation, the secretariat said the terms of reference had been drawn up and the evaluation would be undertaken later this year. One delegation asked for clarification on whether the "popular pharmacies" in Honduras referred to in document E/ICEF/1991/P/L.11 would involve cost-recovery. The secretariat stated that the basic policy was to have cost-recovery for essential drugs. The same delegation also asked why additional supplementary resources were being requested, given the large amount of unfunded approved amounts. The secretariat replied that the unfunded amounts referred to subregional programmes, while the new supplementary funds were being requested for additional areas and there had been positive indications that funding would be received.

### Interregional

67. Several delegations supported the proposed vaccine independence initiative (E/ICEF/1991/P/L.41), but stressed the need for more information regarding the management of the Initiative. One delegation also requested more information on the criteria according to which countries would be able to benefit from the proposed revolving fund, the type of vaccines that would be procured and whether funds in local currencies could be fully absorbed by the United Nations system. The staffing plans for this project were also queried. A few delegations thought it would be wise to use outside experts to manage the fund. Some speakers said the Initiative could be a principal means of sustaining UCI (see also para. 27 above). (See chap. IV, decision 1991/12 for the recommendation of the Committee as adopted by the Executive Board.)

68. Delegations had divergent views regarding the proposed Children's Vaccine Initiative (E/ICEF/1991/P/L.31). Many delegations fully supported the Initiative. One in particular said that the report illustrated the full collaborative effort between WHO and UNICEF in this endeavour, through which both agencies should bring together their respective strengths for the development of improved and new vaccines. While a catalytic role was

envisaged for UNICEF, WHO would be the primary participant and provide the main guidance. The delegation cited the recent outbreaks of polio in an industrialized country, and suggested that a higher level of funding would be appropriate if funds were available. It was also mentioned that this project should be regarded as an investment, as compared to the delivery of services in most other UNICEF projects. Another delegation noted that present difficulties in the logistics of transporting vaccines would be considerably reduced with the development of newer, more stable vaccines. Consequently, the Initiative should be supported.

69. Other delegations, however, requested further clarification on the different mechanisms and the budget breakdown of the project. One speaker queried the relationship between this Initiative and others that were already under way, the extent to which developing countries would be involved and the staffing plans for the project. A few delegations had considerable reservations concerning the lack of extensive information and the description of the respective roles of UNICEF and WHO in the project. It was stated that UNICEF should not get involved in basic research, or even be involved in the management of such a research fund, which instead should be attached to WHO. Some delegations said that they could not support the project in as presented in the document, since more elaboration was required on the respective roles of WHO and UNICEF, bearing in mind each organization's respective mandate. One delegation also requested that future reports on this issue should discuss the scope of research, which should focus on three broad areas: improved vaccines; basic research on side effects, contra-indications of vaccinations and conditions for utilization; and other forms of prevention, such as non-medical prevention, modalities of transmission and development of strengthened resistance.

70. The secretariat responded that in the context of non-medical prevention, UNICEF was already undertaking activities, such as clean water and adequate sanitation, which stressed this aspect. Regarding the respective roles of WHO and UNICEF, the former would be the executing secretariat and would also be responsible for fundamental research and the technical staff. UNICEF would be a catalyst and facilitator on behalf of children. It was finally decided that approval for this proposal would be subject to the consideration of the Administration and Finance Committee (see also para. 27 above). (See chap. IV, decision 1991/16 for the recommendation of the Committee as adopted by the Executive Board.)

71. The Committee also had before it the interregional proposal for children in especially difficult circumstances (E/ICEF/1991/P/L.32). It was noted by one delegation that such children were at the core of the mandate of UNICEF, while UNICEF responses to the psycho-social needs of children in armed conflict in Angola and Mozambique were praised by delegations. It was suggested that the principles established through OLS should be used in responding to other conflicts. (See chap. IV, decision 1991/12 for the recommendation of the Committee as adopted by the Executive Board.)

72. A number of delegations made supportive comments regarding UNICEF assistance for working children and street children in Latin America. One delegation asked how the regional project for children in especially difficult circumstances in Latin America was related to the proposed interregional programme for such children. The secretariat replied that the interregional

programme was specifically to expand programming in regions beyond Latin America, which had had a leading role in such programme development. The small amount of funds from the interregional programme in Latin America would be used mainly to support interregional exchanges, documentation of the Latin American experience for dissemination to other regions and cooperation in the region with agencies such as ILO.

73. In response to questions on the small amount of funds requested for the interregional programme for children in especially difficult circumstances, the secretariat noted that it was only an initial step to stimulate country-level programming and that any long-term support would be prepared as part of future country programme submissions to the Board.

74. Also before the Committee were proposals for IFPPE and for regional support for programme preparation, promotion and evaluation (E/ICEF/1991/P/L.37 and Add.1 and E/ICEF/1991/P/L.38 and Add.1). The Committee was also provided with a paper on global reserves and interregional programmes (E/ICEF/1991/P/L.43), which described all UNICEF programme support funds, global reserves and interregional programmes and the staff positions financed from them. Many delegations requested further clarification regarding the use of these funds. One delegation in particular expressed concern at the proliferation of global and interregional funds. It was suggested that many proposals, such as those for children in especially difficult circumstances and the environment, could be combined in a single fund such as IFPPE. The secretariat noted that in reality, IFPPE allocations for each proposal were comparatively very small and, therefore, were used only to initiate programmes. Once initiated, programmes were then developed as interregional programmes and funded from general resources and other sources such as supplementary funding. It was noted by another delegation that certain posts should not be funded from IFPPE sources, since these posts performed core functions. A comprehensive staffing table was requested along with the budget.

75. Clarification was requested concerning the earmarking of funds for "higher-income countries". The secretariat responded that these were all from within the list of developing countries, and did not include any in Central and Eastern Europe. Concern was expressed that there might be too much verticality with regard to fund allocations. The secretariat explained that all allocations were considered by an internal committee headed by the Deputy Executive Director, Programmes, and also involving specialists and geographic section heads, so as to discourage verticality.

76. Although there was no objection to such funding in principle, the increase in regional funding from the previous year was questioned, given other priorities such as the Bamako Initiative. The secretariat explained that the proposed increase for the regional fund was because of increased allocations for the regional offices, which needed a certain amount in reserve for flexibility and for unforeseen developments. The secretariat also said that in future, the annual report on such funds would include a section on how they had been used in the preceding year. It was finally decided that the Committee's approval of these proposals would be subject to the consideration of the Committee on Administration and Finance (see chap. IV, decision 1991/29 and annex II, paras. 33-34). (See chap. IV, decisions 1991/12 and 1991/17 for the recommendations of the Committee as adopted by the Executive Board.)

## VI. THE BAMAKO INITIATIVE

77. Delegations were generally supportive in discussing the Bamako Initiative, as presented in the progress report (E/ICEF/1991/L.6). The success of the Initiative in various countries was described and its importance in the health care development of these countries was noted. Popular participation was highlighted as a basic aspect of any development strategy and it was recognized that the Bamako Initiative followed this principle in a context of national capacity-building and decentralization. Its broad approach to health problems and its emphasis on strong district health systems were commended. Some delegations felt, however, that the progress report was too general, in contrast to the recommendation for the interregional programme of cooperation within the framework of the Initiative (E/ICEF/1991/P/L.30), which was considered to be more specific. These delegations stated that the progress report was not sufficiently analytical and that insufficient data, especially from evaluations, had been presented. Lessons learned and evaluation conclusions were necessary elements to be included in the future. The secretariat replied that report to the 1992 Board session would be very different, based on monitoring systems and operations research currently under way.

78. It was emphasized that the Initiative's extension to scale depended on political, financial, administrative and policy changes. While the adaptation of national essential drugs policies was of special importance, the financial implications for government budgets and the possible long-term dependence on external support were no less crucial. That could well mean that Governments would have to increase national health budgets considerably. A decided commitment on the part of national Governments was therefore necessary to put a new thrust in the development of local health services.

79. Speakers also cautioned that the expansion of the Initiative at the community level should not outpace the development of supporting government policies and programmes, such as adequate referral services to support community-managed centres, well-functioning drug systems or legislation on decentralization. In such cases, the community risked losing its investment and the Initiative risked losing the trust and participation of communities. It was pointed out that close collaboration between UNICEF and the World Bank would be helpful in minimizing those instances of discontinuity.

80. The issue of equity was a prominent one. It was mentioned that the approach of the Initiative to the problem of equity would be an important factor in determining further support from donors. Delegations cautioned against the possible danger of overemphasizing financing and the use of drugs. The need to reach previously unreached populations, including the very poor who could not pay for health care, was stressed. One delegation stated that a rigorous analysis of UNICEF and Government research findings on this issue would be useful.

81. The role of education, including basic training and the motivation of personnel, was emphasized. A number of delegations also highlighted the need to involve women more actively in community management of health care through, for example, local women's organizations. It was suggested that the Bamako Initiative Management Unit's operational research skills could be used to focus on ways of involving women and to assess the Initiative's effects on community management and women's status.

82. The issue of sustainability was raised by a number of delegations. The secretariat noted that a distinction should be made between sustainability and self-reliance. Revitalizing health services under the Bamako Initiative provided for the sustainability of specific interventions. This was based, however, on the long-term commitment of communities, Governments and donors. In the absence of foreseeable national or local self-reliance, long-term donor support would be necessary for the successful implementation of the Initiative.

83. The secretariat noted that the Governments of Denmark, Norway and Sweden would contribute to the evaluation of the Bamako Initiative currently being sponsored by the United Kingdom. It was generally agreed that this evaluation was an important, open and constructive process, and would lead to practical solutions to many of the problems related to the Initiative. It should provide more insights into more specific aspects of the Initiative, particularly on issues of equity. The present Board debate would provide many inputs into the second phase of the evaluation, which would begin with a meeting between the above-mentioned donors, African Governments, UNICEF and WHO, and review issues and design specific case studies.

84. A number of delegations urged closer collaboration with the WHO Drug Action Programme and the secretariat cited its close contacts with the Programme. In this regard, a seminar on operations research into rational drug use, jointly sponsored by the Programme, UNICEF and the International Children's Centre in Paris, had established an even more specific long-term relationship that would provide for a greater common approach on national drug policies.

85. One delegation said that UNICEF should concentrate its support on Africa and not be overambitious in extending to other regions. The secretariat responded that countries around the world were closely examining their public health care systems based on principles similar to the Bamako Initiative, particularly the decentralized strengthening of services based on greater community control. UNICEF believed that it was important to continue sharing this experience according to needs, but not to the detriment of its priority emphasis on Africa.

86. Another delegation suggested an increased use of general resources for the Initiative. The secretariat responded that this was being achieved on two fronts. First, the country programmes being reviewed by the Board, together with the interregional programme, increased general resources allocations to the Initiative by some $30 million. In addition, relevant previously approved programmes were currently being reviewed with a view to allocating general resources against unfunded supplementary-funded proposals. This could involve up to an additional $21 million in general resources allocation. (See chap. IV, decision 1991/18 for the recommendation of the Committee as adopted by the Executive Board.)

## VII. EMERGENCY OPERATIONS

87. In reviewing the report on emergency operations in 1990 (E/ICEF/1991/11), several delegations noted the many and complex emergencies - both natural and man-made - that had received UNICEF assistance in 1990 and also commended the quick and effective response of UNICEF. The focus on vulnerable populations

was also praised. General appreciation was expressed for the well-prepared report, which demonstrated a clear improvement in the reporting on UNICEF emergency operations.

88. Several delegations noted, however, that UNICEF emergency operations activities had greatly expanded over the last few years. They pointed out that while UNICEF, by the very nature of its humanitarian mandate, was expected to carry out emergency activities in favour of the most vulnerable groups of the population - particularly those under difficult political circumstances - the prominent role played by UNICEF in emergencies had a bearing on the perception of the organization and might blur the long-term development image of UNICEF.

89. These delegations at the same time emphasized the importance of coordinating emergency activities within the United Nations system, particularly regarding their functional and fund-raising aspects. One delegation referred to the high level of unfunded balances of UNICEF appeals, which it believed was partly related to the lack of coordination within the United Nations system and the ensuing profusion of separate appeals which, in turn, could not be fully met by donors.

90. These speakers also pointed out that while the special mandate and role of UNICEF in emergencies was related to relief activities that alleviated the suffering and contributed to the well-being of children, UNICEF should identify its role more clearly in the context of the activities carried out by all other concerned United Nations agencies. The effective international response to emergencies using the United Nations system should not only consider the needs of the most vulnerable groups, but also the need for an effective, balanced division of tasks between relevant organizations, according to their comparative advantages. In the case of UNICEF, some delegations said that this would be PHC and water supply and sanitation, since UNICEF was the only United Nations agency that was operational in these areas.

91. One delegation pointed out that the extent of emergency interventions was increasing drastically, and would continue to do so in the foreseeable future. Consequently, the importance of strategies in three main areas was stressed: integration with programme activities; prevention and preparedness, particularly with regard to the International Decade for Natural Disaster Reduction (1990-1999); and proper structures at headquarters and at the field level.

92. Two delegations mentioned forthcoming sessions of the Economic and Social Council and of the General Assembly, which would consider the clarification of the respective mandates of all organizations involved in the United Nations system's emergency response and coordination. UNICEF was urged to contribute to the system-wide analysis and to participate actively in these sessions.

93. Regarding the recommended increase in the Emergency Reserve Fund from $4 million to $5 million (E/ICEF/1991/P/L.35), which was amended verbally by the Deputy Executive Director, Programmes, to $7 million, many delegations supported the proposed increases. A few delegations, however, stated that while they supported the recommendation for increasing the Fund to $5 million, the additional $2 million would need further discussion. It was decided that in the light of the issues raised by the Advisory Committee on Administrative

and Budgetary Questions regarding the budget, the final decision on the proposal would be postponed pending further consultations.

94. Regarding the issue of coordination within the United Nations system, the secretariat emphasized that UNICEF closely coordinated emergency activities both externally and internally, and maintained a good relationship with the rest of the United Nations system. There had not been one major complex emergency response programme in recent years in which UNICEF had not cooperated closely with its sister agencies, under the aegis of a coordinator appointed by the United Nations. In fact, the cooperative model developed by the United Nations Office for Emergency Operations in Africa in the mid-1980s had set a precedent which was now an integral part of the emergency response capabilities of the United Nations system.

95. With regard to internal coordination, it was stressed that a response to emergencies always emanated from a request from field representatives. Headquarters' response was coordinated closely between the geographical sections, other operations divisions and the emergency programmes. For small emergencies, the responsibility rested mainly with the field representative who worked directly with other concerned agencies. The most important focus of coordination, both with United Nations agencies and NGOs, was at the field level, where emergency assistance is delivered. With respect to large-scale emergencies, a coherent headquarters response was achieved through the establishment of task forces, with representatives from all divisions concerned. Short weekly meetings ensured the regular sharing of information and a more prompt and effective response to field requirements. This had been demonstrated in Angola, Ethiopia, Liberia and the Sudan.

96. Regarding staffing requirements, the secretariat pointed out that because emergencies were unpredictable, it was difficult to plan for proper staffing levels in the long term. Thus, UNICEF emergency staffing had been kept at a minimal level and, as a result, the staff tend to be shorthanded whenever unforeseen large-scale emergencies occurred. UNICEF was trying to remedy this situation by providing systematic emergency management training to a wide gamut of staff, especially those posted in emergency-prone countries.

97. Concerning coordination of appeals with the United Nations system, UNICEF had always attempted to place its response within the framework of overall United Nations system-wide emergency needs assessments and appeals. Its requests for donor support referred to those integrated United Nations appeals that were identified as its responsibility, and generally limited to non-food requirements within UNICEF traditional sectors of assistance. Referring to the remark that a high proportion of UNICEF appeals went unfunded, the secretariat pointed out that this had always been the case. Non-food sector requirements had always been poorly funded when compared to food aid or logistic requirements. (See chap. IV, decisions 1991/12 and 1991/19 for the recommendations of the Committee as adopted by the Executive Board.)

### Central and Eastern Europe

98. With regard to the situation of children in Central and Eastern Europe, some delegations said that the obligation of UNICEF towards children in especially difficult circumstances should include countries where there was a need for the active participation of the international community, specifically

those affected by the accident at the Chernobyl nuclear power plant. One speaker said hundreds of thousands of children in Byelorussia and the Ukraine had been affected and that the tragedy had gone beyond national borders. UNICEF should participate in any United Nations activities concerning the disaster. (See chap. IV, decision 1991/21 for the recommendation of the Committee as adopted by the Executive Board.)

99. Another delegation said that the overall issue of children in the region should be looked at pragmatically. Children were suffering in many regions and their problems could not be ignored. UNICEF should analyse and explore the problems of children in Central and Eastern Europe and establish a definition of the region's geographic area and a list of its priorities. Problems in the region differed from those of developing countries, thus the nature of any proposed UNICEF interventions would be different. The delegation also wanted to know how the secretariat planned to organize any missions to the region and what kind of expertise would be employed.

100. The same delegation also requested a full and comprehensive account of activities carried out in the last year, including their financial implications. It was stated that at present, detailed information had not been provided about the expenditures incurred by the secretariat and charged to the funds established on the basis of decision 1990/5 (E/ICEF/1990/13). Even in the case of Romania, which had been reported on in document E/ICEF/1991/CRP.9, figures had not been provided. (See chap. IV, decision 1991/20 for the recommendation of the Committee as adopted by the Executive Board.)

## VIII. WOMEN IN DEVELOPMENT

101. Delegations praised the progress report on achievements made in the implementation of the UNICEF policy on women in development (E/ICEF/1991/L.5), which they said had given a useful, clear and analytical synopsis of the complex issues involved in improving the status of girls and women in different regions. Delegations appreciated the fact that the report was problem-oriented and highlighted successful experiences as well as shortcomings, especially in current UNICEF sectoral programmes.

102. Several delegations commended UNICEF on the increased use of gender-disaggregated data and statistics in national and subnational situation analyses, which helped to reveal disparities and constraints faced by women and girls in different regional, socio-cultural and class subsystems of countries. The benefits of such disaggregated data were underscored by one delegation, which gave a powerful illustration of disparities between girls and boys in mortality rates, literacy, school enrolment, drop-out rates, nutrition and vocational training.

103. Delegations greatly welcomed the advocacy and programme initiatives already undertaken by UNICEF to implement decision 1990/17 (E/ICEF/1990/13), calling for a priority focus on the girl child. They agreed that in the past, a strong focus on the survival of children under five years of age and on women of child-bearing age and their reproductive roles had resulted in the neglect of young girls and adolescents. The delegations therefore urged UNICEF to actively promote the interest of both the girl child and adolescent

girls so as to ensure that they have equal access to health, nutrition, education and, in the case of the adolescent, employment and income-generation opportunities.

104. The UNICEF publication, The Girl Child: An Investment in the Future, was complimented for its concise presentation of the varied issues concerning the low status, neglect and discrimination faced by the girl child in all regions. Several delegations urged UNICEF to translate the booklet into other official United Nations languages for wider dissemination. Similarly, they encouraged the sharing of UNICEF-supported publications on the girl child, including Sex Differences in Child Survival and Development, published by the Middle East and North Africa Regional Office, The Girl Child in Bangladesh: A Situation Analysis and The Girl Child in Sri Lanka, with other countries and regions in order to promote increased advocacy and knowledge of girl child issues. Several delegations recommended the sharing of experiences through interregional seminars and workshops on the girl child.

105. The importance of providing basic education for girls and women was emphasized, as was the need to pay particular attention to eradicating illiteracy and gender disparity. Many delegations pointed to the necessity of educating the girl child because of her future and potential role as a mother, first teacher and caregiver to children and as a major contributor to economic and social development. They encouraged UNICEF to consider formal and non-formal systems and national campaigns as delivery mechanisms for education and literacy.

106. On the issue of women's participation at all levels of the development process, several delegations suggested that UNICEF should not limit its perspective to women as beneficiaries. Other aspects of women's participation, especially decision-making, were of crucial importance to the efficiency and success of all programmes. Therefore, UNICEF was urged to include them as essential elements in its social mobilization strategies so as to promote programmes and initiatives in health, nutrition, education, water supply and sanitation and other areas. UNICEF should involve women in all phases of its programmes, from design to planning and implementation. The secretariat acknowledged the need for greater action in this area and suggested that it might be facilitated by the involvement of more female experts in programmes at national and UNICEF levels and the conduct of specific operational social research.

107. Delegations further stated that the participation of women should improve their access to resources and assist them to better manage and control those resources. In that regard, one delegation stressed the importance of providing women with opportunities for self- and other types of employment as a practical means of improving their status. Another delegation cautioned against the demands made by development programmes, including those of UNICEF, on women's voluntary labour, given that women had very little spare time and desperately needed to earn more money.

108. The need for careful monitoring of the integration of women's issues in UNICEF programmes was expressed by several delegations. Both monitoring and evaluation should be responsive to gender disparities and women's effective participation. Delegations urged UNICEF to share its experiences and lessons learned with partner agencies.

109. Several delegations encouraged UNICEF to continue its collaboration with agencies such as UNFPA, UNIFEM and UNDP to increase the pool of available technical assistance and expertise in the area of women in development, especially at the field level. The success of the collaborative efforts of UNICEF, UNIFEM and UNDP in Central America in assisting countries to develop national policies on women was cited by one delegation as an encouraging example.

110. Progress at the national level to address issues of women's equality and development was reported by several delegations. For example, one delegation stated that a major strategy for adolescent girls had been adopted within the country's new five-year development plan. Other women-related strategies in the plan included general advocacy and social mobilization, gender sensitization of the forces of civil society (the civil service, police, judiciary and NGOs), awareness creation among women, the education of women on their legal rights, integrated basic services, women's management of development programmes and economic empowerment through training, easier access to credit, improved marketing facilities and reservation of places for women in major employment-generation schemes.

111. Delegations stressed that women in their own right and in their multiple roles, including the crucial role of mother, were central to the success of UNICEF programmes. Many criticized UNICEF for the very slow pace of implementation of the Executive Board policy and decisions on girls and women. They expressed dissatisfaction with the fact that only 30 per cent of country programmes responded satisfactorily to the agreed policies. Such a rate of implementation fell far short of the declared commitment and intentions of UNICEF, especially as stated at the 1988 session of the Executive Board. One delegation called on UNICEF to undertake revolutionary action in favour of girls and women similar to the child survival revolution.

112. The secretariat responded to this critique by recalling the efforts that had been made in evolving a mainstream policy on women, the various aspects of field implementation, in-house sensitization and training as well as inter-agency collaboration at headquarters and field levels. It acknowledged the shortcomings and assured the Committee of its determination to accelerate implementation of the policy.

113. In that connection, delegations endorsed recommendations in the report regarding gender training and strengthening of the institutional capacity of UNICEF. They emphasized that staff training in gender analysis and gender-responsive programming should facilitate identification of the roles and responsibilities of women and men in improving the status of women and achieving the goals of UNICEF programmes. Delegations also called on UNICEF, as a matter of urgency, to increase its institutional capacity, especially at the field level, by appointing regional advisers on women to the regions that did not have them. One delegation made a special appeal for such an appointment for the South Asia region.

114. Delegations also endorsed the recommendations for further action contained in paragraphs 53 and 54 of the progress report, which included situation analyses on the girl child; priority of female education and disparity reduction; advocacy and appropriate measures to delay early marriage; gender-sensitive implementation of the Convention on the Rights of

the Child and the World Summit Declaration and Plan of Action; comprehensive approaches to women's health including health education, family planning and safe motherhood; and monitoring and evaluation to ensure that UNICEF programmes reached the most disadvantaged girls and women, including women heads of households.

## IX. UNICEF EXTERNAL RELATIONS: A REVIEW

115. In its discussion of UNICEF external relations, the Committee had before it a report entitled "UNICEF external relations: A review" (E/ICEF/1991/L.4). Various delegations basically supported the efforts made by the secretariat during the past year in response to decision 1990/14 (E/ICEF/1990/13). They expressed general agreement with the actions taken and the conclusions arrived at by the Executive Director, including those on the adequacy of the present structure of the Geneva Office. Speakers noted the considerable efforts made by the secretariat to address the concerns expressed in the evaluation of UNICEF external relations policies and functions provided to Board members in November 1989. The report was described as concise and concrete, and these delegations said that there appeared to have been a general improvement in the external relations functions of UNICEF. One delegation in particular was extremely supportive of the document, saying that it would be a waste of time to reopen the whole issue. Another delegation also said that the subject has been thoroughly explored in recent years. Delegations expressed appreciation for the very useful directory, "Who Does What in External Relations". The strengthening of the area of education for development was welcomed by many delegations.

116. One delegation expressed concern regarding the establishment of direct contacts between NGOs and the New York and Geneva offices, to the apparent exclusion of National Committees. It was stated that National Committees should be able to take primary responsibility for determining the possibilities of their cooperation with NGOs. The secretariat agreed that primary responsibility for national NGOs lay with National Committees, while international NGOs were handled by UNICEF.

117. Many delegations appreciated the work of the Geneva Office. One delegation paid tribute to the staff in Geneva, who were described as capable, knowledgeable and energetic. The fact that developments in Eastern and Central Europe made it imperative for the Geneva Office to remain strong was underlined. A number of delegations stated that the Geneva Office should not be reduced to a completely subordinate status and that the classification of the Director's post should reflect the importance of the Office.

118. With regard to the role of the Geneva Office in the coordination of emergency programmes, it was recommended that UNICEF should participate actively in the related debate which would take place during the second regular session of 1991 of the Economic and Social Council. One delegation suggested that UNICEF staff resources for Central and Eastern Europe should be located exclusively at the Geneva Office. The secretariat responded that various considerations made it necessary to keep the direction of Central and Eastern Europe activities in New York at present, with the Geneva Office being directly associated with them, as mandated by the Board.

119. Delegations attached importance to the flexibility and commercial adaptability of the Greeting card and related operations (GCO). It was felt, and the secretariat agreed, that administrative and financial controls should not be carried to the point where the commercial effectiveness of GCO might be hindered.

120. Other delegations felt that the report could be improved. One delegation requested an analysis of the impact of external relations activities that would include their costs in relation to the benefits obtained. Two delegations expressed dissatisfaction with the lack of information on the philosophy and strategy of external relations and a continued lack of clarity in the division of responsibilities among external relations divisions. It was stated that the roles and functional relationships among the various units and even within the external relations group still remained unclear and resulted in too much overlapping of activities. With regard to the strengthening of the capabilities of National Committees, the document did not address the question of financial consequences, it was said. These delegations went on to say that an outline of the philosophy of external relations, or a better-defined strategy, and the roles of each of the units and divisions in UNICEF derived from this philosophy, would have been appreciated. A long-term strategy in the information area was called for, as has been expressed in decision 1987/19 (E/ICEF/1987/11), focusing less on emergency and one-time events. It was considered by those delegations that UNICEF activities and achievements at the field level should be the guiding principle for information functions. The advantage of establishing the Divisions of Information and Public Affairs as separate units was questioned by some delegations, with one group of Board members saying specifically that it could not see the advantage of establishing them as separate units.

121. The secretariat replied that the report was not meant to discuss overall external relations policy, since previous documents (E/ICEF/1989/L.4 and E/ICEF/1990/L.4) had already addressed that question. The document responded precisely to points raised by the Executive Board in 1990. The secretariat also stated that since the Division of Information dealt with information and that of Public Affairs handled advocacy and social mobilization, in reality, there was no overlap.

122. It was generally agreed that a balance must be maintained between external relations and programme delivery. The fundamental focus of UNICEF should remain on assistance in the improvement of living conditions for children and mothers, particularly in developing countries. One delegation noted that the issue of the definition of the roles of the external relations units at headquarters and of the Geneva Office could be more appropriately addressed by the Committee on Administration and Finance, given the concern expressed in the last two reports of the Advisory Committee on Administrative and Budgetary Questions regarding the structure of the Divisions of Information and Public Affairs (see chap. IV, decision 1991/28 (resolution 2) and annex II, paras. 27-28).

## X. INTERNATIONAL CHILD DEVELOPMENT CENTRE

123. The Committee had before it a progress report on the International Child Development Centre (E/ICEF/1991/L.9) and a proposal for continued funding for

the Centre (E/ICEF/1991/P/L.29), which were introduced by the Director of the Centre. The Director and several delegations expressed their gratitude to the Government of Italy for its renewed financial support in the amount of 10.5 billion lire (approximately $9.4 million) for the three-year period 1991-1993, to finance the Centre's operations and core programmes.

124. Several delegations expressed support for work under way at the Centre on problems concerning children in especially difficult circumstances in industrialized countries, including Central and Eastern Europe. The study "Child poverty and deprivation in the United Kingdom" was mentioned as an excellent example of cooperation between the Centre and a National Committee for UNICEF, which had attracted considerable attention in the press and in political and NGO circles in that country. Support was also voiced for the proposal to focus on the family. References were made to the UNICEF/WHO policy makers' meeting on "Breast-feeding in the 1990s", held at the Centre in mid-1990, and to the Media Seminar on Children and the Environment in Eastern Europe, held in March 1991. These were cited as examples of useful initiatives that indicated commitment on the part of the Centre to assist in the dissemination of information and innovative policy ideas, as well as with research and training.

125. Support was also expressed for the plans to transfer the Centre's work on national capacity-building to an African base, as this programme, which would build on experimental work in Kenya and Uganda, evolved towards the next phase of development. In response to several questions regarding the specific arrangements contemplated for the next phase, the Director of the Centre referred to a separate recommendation on "Institution strengthening and national capacity-building for child survival and development in the Africa region" (E/ICEF/1991/P/L.42), which provided additional details.

126. One delegation expressed support for the proposal to provide increased attention to the subject of "family support", as described in document E/ICEF/1991/P/L.29. Another delegation encouraged the sort of collaborative activities under way or envisaged with the UNICEF host institution in Florence, the Instituto degli Innocenti. The same delegation welcomed the proposal for a diversification, over time, of the Centre's base of financial support. The Director noted that the 1991-1993 budget allowed for a margin of 25 per cent beyond the confirmed funding from the Government of Italy so as to facilitate this diversification, as well as modestly scaled growth of the Centre's financial base. (See chap. IV, decision 1991/12 for the recommendation of the Committee as adopted by the Executive Board.)

## XI. REPORT OF THE UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION/UNICEF JOINT COMMITTEE ON EDUCATION

127. The report of the second meeting of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education (E/ICEF/1991/L.13), held in Paris from 26 to 28 October 1990, was presented to the Committee by the UNICEF rapporteur. The observations of the Executive Director were contained in document E/ICEF/1991/L.14. Delegations generally supported the strategy agreed upon by UNESCO and UNICEF. The World Conference on Education for All was cited as an example of close and unique cooperation between major United Nations agencies, and several delegations

described the progress being made towards reaching the goals in various countries. Speakers welcomed the mechanism established for the follow-up to the Conference, both at UNESCO and UNICEF. The need for concerted joint actions by the relevant agencies, especially at the country level, was stressed. Recommendations made by the Joint Committee concerning the priority areas for cooperation between UNICEF and UNESCO were supported.

128. A number of delegations said that the monitoring system linked to the Conference goals should be coordinated with that for the follow-up to the World Summit for Children in order to make optimal use of limited resources. Because UNICEF was not a specialized agency for education but an organization that must include education as a strategic factor in its analysis, planning and practices, joint action was strongly urged. Information was requested regarding further details of inter-agency collaboration, particularly with UNDP and the World Bank.

129. Delegations welcomed the emphasis on non-formal education, adult literacy and early childhood development. There was overwhelming support for the education of women and focus on the girl child. One delegation stated that the key to educational transformation lay with women because of their role in the education of their children. In response to another delegation, which asked about the problem of drop-outs, particularly with girls, the secretariat replied that innovative approaches were needed, such as flexible and shorter school hours, child-care arrangements, more relevant educational content and in many countries, separate latrines for girls.

130. Some concern was expressed at the apparent reduction in the relative share of UNICEF funds spent on education in Africa and the Americas. One delegation stated that the challenge facing an African country was the need to make qualitative improvements in education. In this respect, the development of curricula and the scarcity of trained teachers were cited as posing some problems. Assistance was required in such areas, which had fallen behind the recent expansion in education.

## XII. REPORT OF THE UNICEF/WHO JOINT COMMITTEE ON HEALTH POLICY

131. The report of the biennial meeting of the UNICEF/WHO Joint Committee on Health Policy, held at Geneva from 28 to 30 January 1991 (E/ICEF/1991/L.15), was presented to the Committee by the UNICEF rapporteur. Also before the Committee was the note by the Executive Director (E/ICEF/1991/L.16) on the report. The Committee agreed that the issues of AIDS and family planning would be discussed together with this agenda item. A number of delegations voiced their appreciation for the work of the Joint Committee, stressing the value of its coordinating function and describing it as an important vehicle for further collaboration. Strengthening of the Joint Committee was strongly supported, and support was also voiced for the convening of a special session of the Joint Committee in 1992 to address the follow-up to the World Summit for Children. Delegations commended the emphasis on maternal health, family planning, breast-feeding and nutrition. The intersectoral approach taken by the Joint Committee, particularly with regard to these areas and the issues of AIDS and water supply and sanitation, was commended, as were the UNICEF/WHO common goals for women and children for the 1990s.

132. With regard to family planning, a number of delegations expressed dissatisfaction with the progress made so far. It was requested that the 1992 Executive Board report contain more substantive details about the actions taken by UNICEF.

133. One delegation expressed concern regarding the decline of breast-feeding in many developing countries. The need for a new initiative in this regard was strongly emphasized. The secretariat reassured the Committee that UNICEF was taking several positive actions in this regard, and remarked that the problem was not confined to developing countries only, since there has also been a decline in breast-feeding in industrialized countries. (See chap. IV, decision 1991/22 for the recommendation of the Committee as adopted by the Executive Board.)

134. Several delegations expressed their appreciation that AIDS was discussed by the Joint Committee and that UNICEF and WHO were working together on this issue. They further stressed the importance of AIDS programmes, and the recommendation that UNICEF should accelerate efforts in this field. One delegation recommended that UNICEF country offices integrate AIDS into other health programme areas. It was stressed that AIDS prevention and education were only one aspect, and that an integrated approach to the problem, which would also involve AIDS orphans, child victims, modes of transmission and changes in social and cultural norms, was necessary. A request was made by the same delegation that the 1992 Executive Director's report outline specific steps being taken in that regard.

135. One delegation was concerned by the limited number of countries where UNICEF actions with regard to AIDS were concentrated, and suggested an expansion of activities to cover a larger number of countries. It was pointed out that there must be awareness of AIDS as a problem of global magnitude which could be transmitted heterosexually and was related to other sexually-transmitted diseases (STDs). The possibility of links with the Bamako Initiative should be fully explored with WHO, making full use of UNICEF comparative advantages.

136. The secretariat reassured the Board that all UNICEF AIDS activities would be consistent with both national efforts and the WHO Global Programme on AIDS. The present focus of UNICEF efforts was on prevention and on AIDS orphans. While UNICEF was not a major contributor to programmes for STDs, it had no hesitation in promoting the use of condoms for the prevention of AIDS and other STDs as evident in the chapter on AIDS in Facts for Life. The secretariat agreed that the Bamako Initiative structures would provide suitable channels for distribution of protective materials in the efforts against AIDS, and said that modalities for tackling the problem on a national scale were still being worked out. (See chap. IV, decision 1991/23 for the recommendation of the Committee as adopted by the Executive Board.)

## Annex II

## REPORT OF THE COMMITTEE ON ADMINISTRATION AND FINANCE ON ITS MEETINGS HELD AT UNITED NATIONS HEADQUARTERS FROM 29 APRIL TO 3 MAY 1991

### I. ORGANIZATION OF THE SESSION

1. The Committee on Administration and Finance of the United Nations Children's Fund (UNICEF) held 12 meetings, with Mr. Frederick Ward (Canada) as Chairman, assisted by the Vice-Chairman, Mrs. Judith Springer (Barbados).

2. The provisional agenda, contained in document E/ICEF/1991/1/Rev.2, annex II, was adopted by the Committee. Observations and inquiries were made by delegations on each agenda item. The secretariat provided clarifications and answers prior to the Committee's action on each item.

### II. FINANCIAL PLAN, 1991-1994

3. The Committee reviewed the financial medium-term plan contained in document E/ICEF/1991/3.

4. Several delegations noted with satisfaction the growth in income in 1990. Although pleased with the increase in income, two delegations were concerned that the increase was a result of the World Summit for Children and might not be sustainable. The secretariat responded that most of 1990 income was pledged prior to the World Summit for Children and that any effect of the Summit on income would occur in 1991 and future years.

5. Several delegations cautioned UNICEF against being too optimistic in its income forecast due to the economic situation faced by many donor countries. However, one delegation was satisfied with the income projections since UNICEF has many sources of income.

6. Three delegations noted that the financial medium-term plan forecast an increase in the non-convertible cash balance. Two delegations encouraged UNICEF to make greater use of those currencies and encouraged donors to pay their contributions in convertible currencies. One delegation noted that the medium-term plan assumed that most expenditures would be made from the convertible cash balance and asked if this would present a future liquidity problem. The secretariat did not foresee a liquidity problem since the medium-term plan forecasts general resources cash balances in excess of or equal to the UNICEF liquidity policy requirement throughout the medium-term plan period.

7. One delegation asked if there were any administrative costs associated with the $13 million forecast of donations-in-kind. The secretariat responded that any administrative costs associated with donations-in-kind are covered by a service charge assessed to the contributor.

8. One delegation asked what effect the forecast for supplementary funds income has on budgetary expenses. The secretariat explained that

supplementary-funded programmes were assessed a 6 per cent charge to cover non-identifiable administrative costs in the field and headquarters staff costs associated with the implementation of supplementary-funded programmes. (See chap. IV, decision 1991/24 for the recommendation of the Committee as adopted by the Executive Board.)

## III. UNICEF FINANCIAL REPORTS

9. The Committee considered the following:

(a) Interim financial report and statements for the year ended 31 December 1990, the first year of the biennium 1990-1991 (E/ICEF/1991/AB/L.7);

(b) Financial report and audited financial statements of UNICEF for the year ended 31 December 1989 and report of the Board of Auditors (Official Records of the General Assembly, Forty-fifth Session, Supplement No. 5B (A/345/5/Add.2 and corrigendum));

(c) Report of the Advisory Committee on Administrative and Budgetary Questions on the financial reports and audited financial statements and reports to the Board of Auditors relating to UNICEF (A/45/570 and Corr. 1);

(d) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 45/235 (E/ICEF/1991/AB/L.3);

(e) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1991/AB/L.12).

10. One delegation noted that while the report regarding General Assembly resolution 45/235 was submitted in a timely manner, it was not specific enough. The secretariat replied that in relation to advances to Government, the conclusions of a two-week workshop on this issue would be available shortly.

11. One delegation requested information on the cost of the consultant and the computerized system that the secretariat intended to implement to ensure proper monitoring and control of non-expendable property. Information was further requested regarding the status of the work of the consultant. The secretariat responded that the computer system, when completed by the consultant, would cost $40,000. The secretariat also informed the Committee that the computer programme would be shared with field offices.

12. One delegation noted that 1990 overexpenditures related to supplementary funding contributions were double that of 1989. The delegation further commented that financial controls must be improved. The secretariat responded that the necessary analysis and verification of the overexpenditures would be made in 1991. (See chap. IV, decision 1991/25 for the recommendation of the Committee as adopted by the Executive Board.)

## IV. FINANCIAL REPORT OF THE WORLD SUMMIT FOR CHILDREN AND SUMMIT-RELATED MOBILIZATION ACTIVITIES

13. The Committee considered the financial report of the World Summit for Children and Summit-related mobilization activities (E/ICEF/1991/AB/L.8).

14. Three delegations congratulated the secretariat for spending less than the approved budget for both the World Summit meeting and Summit-related mobilization activities.

15. Two delegations were concerned that the cost of the mobilization activities was greater than the amount of contributions pledged. The secretariat responded that the remaining $95,000 would be raised through voluntary contributions.

16. One delegation asked if there were any remaining outstanding liabilities to private corporations or to the United Nations for the Summit. The secretariat responded that there were no remaining liabilities. (See chap. IV, decision 1991/26 for the recommendation of the Committee as adopted by the Executive Board.)

## V. BUDGET ESTIMATES

17. The Committee considered the following:

(a) Revised budget estimates for the biennium 1990-1991 and budget estimates for the biennium 1992-1993 (E/ICEF/1991/AB/L.1 and Add.1);

(b) Report of the Advisory Committee on Administrative and Budgetary Questions on the revised budget estimates for the biennium 1990-1991 and budget estimates for the biennium 1992-1993 (E/ICEF/1991/AB/L.10).

18. Some delegations expressed appreciation for the improvements made in the substance and presentation of the budget documents as compared to the previous biennium. However, many delegations were of the view that the format of the budget documents should be further studied so that a more "user-friendly" presentation could be made. Some delegations requested the advice of the Chairman of Advisory Committee on Administrative and Budgetary Questions on the budget format. The Chairman of the Advisory Committee advised that the Executive Board should not get into the details of the formats of presentation due to possible diverse opinions on the subject. The Chairman of the Advisory Committee also advised delegations to offer some general guidance on the substance of the budget format to the secretariat. Delegations were assured by the Chairman of the Advisory Committee that the Advisory Committee would be willing to work with the secretariat on a better presentation of the budget format. The secretariat responded that it would be pleased to work with the Advisory Committee on the revision of the budget format for the next budget biennium.

19. Some delegations expressed the view that the review of the budget process should take account of the administrative review as recommended by the Advisory Committee, and that this issue should take into account the structure of project posts, what could be decentralized and the criteria for what should

be a core post or a project post, particularly at headquarters. One delegation suggested that the budgetary process of the secretariat should include the identification of personnel resources needed rather than the question of affordability. The secretariat responded that it is very important for the Committee to advise the secretariat on what kind of administrative review would be needed and that the Committee should also consider the financial implications to the budget of such a review.

20. Some delegations referred to the fact that the budget documents do not refer to the programme goals and only largely contains administrative objectives. Those delegations went on to add that the budget documents must show how programme targets can be translated into administrative estimates and, therefore, the budget estimates should be related to UNICEF programmes. The secretariat responded that in the process of budget preparation, the Budget Planning and Review Committee (BPRC) reviews all programme proposals in the field before considering budget presentations and that, in some cases, there are joint programme and budget reviews for countries that are being presented to the Executive Board.

21. The Committee, having considered the concerns expressed by the Advisory Committee and delegations, requested the secretariat, in close cooperation with the Advisory Committee and a reference group to be nominated by the Bureau, to carry out an in-depth study and analysis on the budget format and other substantive aspects of the financial plan. The Committee requested the secretariat to present to the Executive Board, at its 1992 session, the results of this analysis and specific proposals to improve the clarity and transparency of the budget documents and all global funds administered at headquarters. (See chap. IV, decision 1991/30 for the recommendation of the Committee as adopted by the Executive Board.)

### Revised budget estimates for the biennium 1990-1991 and the report of the Advisory Committee on Administrative and Budgetary Questions on the revised budget estimates

22. Several delegations addressed the concerns expressed by the Advisory Committee regarding the additional increases included in the supplementary budget request. Most delegations concurred with the Advisory Committee that a supplementary budget should include only mandatory increases and that funds for additional activities should only be requested in a proposed biennium budget. One delegation was concerned about how the terminology of "mandatory" was formulated, in that, in the view of his delegation, the term is used widely. The same delegation went on to add that the salary increases and increases in mobility allowances should have been foreseen by the secretariat and therefore should not be considered as mandatory. The secretariat responded that the increases in salary and allowances were considered by the General Assembly after the 1990-1991 budget estimates were approved by the Executive Board in April 1989.

23. One delegation was of the view that the revised budget estimates should consider the disparity of the salary scales used for General Service staff as opposed to those recommended by the International Civil Service Commission (ICSC). The secretariat responded that, in these budget estimates, the General Service salary scales approved by the United Nations had been used.

24. Several delegations expressed the view that there should be a clarification of what can be absorbed from savings as non-mandatory increases and that all savings from the first year of a given biennium should be first used to cover mandatory increases. Most delegations agreed with the Advisory Committee comments that the supplementary budget should not be used to request additional activities in the middle of a biennium.

25. The Committee reaffirmed that mandatory increases, as defined by the Executive Board, are those aspects that are beyond management control, such as mandatory salary increases, exchange rate fluctuations, unanticipated rent increases, additional staff entitlements approved by the United Nations common system and other unforeseen cost increases for existing UNICEF offices. The Committee further reaffirmed the principle that the reserve should be used to cover mandatory increases and that the supplementary budget should not be used as a vehicle for new proposals. The Committee also decided that any savings realized during the course of the biennium should first be applied to mandatory increases and to cover unforeseen expenditures. (See chap. IV, decision 1991/28 (resolution 1) for the recommendation of the Committee as adopted by the Executive Board.)

26. The Committee requested the secretariat to look into the implications of the revised budget estimates on the decisions reached on headquarters office accommodation (see also paras. 45-51 below). The secretariat responded that the net reduction to the revised budget estimates for the non-approval of the additional 50,000 square feet of office accommodation and the approval of the lease of 23,528 square feet at One Dag Hammarskjold Plaza would amount to $3,528,000. However, the secretariat cautioned that additional funds would have to be allocated for further studies that the Committee may recommend for solving the issue of additional office accommodation in the long term. In this context, the Committee recommended to the Executive Board to authorize the secretariat to extend the current lease at One Dag Hammarskjold Plaza until such time as the Executive Board takes a decision on the office accommodation issue, and decided that, in the future, the Executive Board should be requested to authorize any rental of office space. The Committee further recommended that a sum of $500,000 be allocated in the 1990-1991 revised budget estimates for an in-depth study on the long-term office space strategy for UNICEF New York headquarters. (See chap. IV, decisions 1991/27 and 1991/28 (resolution 1) for the recommendations of the Committee as adopted by the Executive Board.)

27. Several delegations supported the Advisory Committee recommendation that the Division of Information and the Division of Public Affairs should be merged back into a single division as existed previously. Several other delegations expressed the view that information and public affairs were indeed separate fields and they did not have any difficulty with the separation of the two areas within UNICEF, and that they wished to see the current arrangement remain unchanged.

28. Following debate on this issue, the Committee recommended to the Executive Board to maintain the current structure of the Division of Information and the Division of Public Affairs pending a review in the context of the medium-term plan during the 1992 Executive Board session. (See chap. IV, decision 1991/28 (resolution 2) for the recommendation of the Committee as adopted by the Executive Board.)

29. Several delegations supported the Advisory Committee recommendation that steps should be taken by the secretariat to ensure that estimated staff costs do not exceed the estimated income from reimbursable procurement. Some delegations questioned the theory of using interest earned on reimbursable procurement income to finance the cost of project posts under this fund, and one delegation suggested that the rate for providing these services may be increased. The secretariat responded that, in accordance with UNICEF financial rules, interest income from reimbursable procurement can be used to finance staff costs for these services. The secretariat confirmed that the 4 per cent handling charge levied for warehouse items and the 6 per cent levied for other reimbursable procurement items were sufficient to cover the cost of this operation and that these effective rates will be again reviewed in the near future. Having reviewed the comments from the delegations and the responses of the secretariat, the Committee recommended to the Executive Board to accept the estimates of reimbursable procurement for the 1990-1991 revised budget contained in annex XVIII of document E/ICEF/1991/AB/L.1/Add.1. The Committee further recommended to the Executive Board that, with respect to the 1992-1993 proposed budget estimates, steps be taken to ensure that the estimated staff costs do not exceed the estimated income from reimbursable procurement and decided that, in the future, interest income should be credited to general resources. (See chap. IV, decision 1991/28 (resolution 3) for the recommendation of the Committee as adopted by the Executive Board.)

30. Several delegations concurred with the recommendation of Advisory Committee that the present deployment of six audit posts to the field be maintained to ensure the most cost-effective audit in the regions. The secretariat clarified the position that these internal audit posts had been outposted to the field from New York and that the 10-year experience had proved that this arrangement was not a good one. The secretariat further confirmed that, over the past several years, it had been observed that internal audits carried out in the field lacked clarity and effectiveness as compared to those audits conducted and directed from New York because auditors who were based in New York were better able to assimilate corporate priorities and concerns and had a wider exposure to various functional areas in programme, operations and external relations. Having considered the views of the delegations and the secretariat, and noting the disparate views on the merits of locating auditors either in the regional offices or headquarters and noting the desire to maintain performance of this vital function, the Committee decided to maintain the current placement of auditors pending the completion of a review by the Board of Auditors of the internal audit function. The relative merits of the regional auditors will be presented to the Executive Board in 1993. The Committee also recommended that the auditors by recruited under ISCS regulations and be made aware of the possible consequences of the Board of Auditors review. (See chap. IV, decision 1991/28 (resolution 4) for the recommendation of the Committee as adopted by the Executive Board.)

31. The Committee reviewed the revised budget estimates and recommended that the revised expenditure estimates for the biennium 1990-1991 be revised to $327,172,600. Thus, the Committee recommended the approval of a supplementary budget for the 1990-1991 biennium of $25,178,085. The Committee also recommended that the income estimates related to the budget be maintained at $25 million. (See chap. IV, decision 1991/28 (resolutions 1 and 5) for the recommendation of the Committee as adopted by the Executive Board.)

## Proposed budget estimates for the biennium 1992-1993 and the report of the Advisory Committee on Administrative and Budgetary Questions on the proposed budget estimates

32. Some delegations expressed concern that the total proposed budget estimates exceeded the total 1990-1991 approved budget estimates by almost 31 per cent. Another delegation was concerned about the increase in information costs. Delegations stressed the desirability of keeping administrative expenditures at the necessary minimum, bearing in mind that resources should be used primarily for programme activities, and Committee concurred. Two other delegations had similar concerns on projected increases: one, on the large increase for computer equipment and its resultant implication on staffing; and the other on the high proportion of the administrative budget to total expenditure. The secretariat responded that the total increase in the proposed budget over the approved budget included the component of inflation; the increases in information costs were mainly to cover the greater demand for the distribution of information materials to non-governmental organizations and field offices and other production costs for radio and television co-productions in industrialized and developing countries in the "education for development" areas. The secretariat further responded that the cost of computers did not realize parallel savings in staff costs on a one-to-one ratio. The Committee noted that UNICEF was a field-oriented fund and that there was a need for an efficient and productive use of available resources, especially by restraining growth of its administrative expenditures, particularly at headquarters.

33. Some delegations agreed with the Advisory Committee recommendation that project posts at headquarters should be posted out to the field to where projects are located and that, as a general rule, there should be zero growth of project posts at headquarters. Also, several delegations referred to the Advisory Committee comment that, in recent years, project posts have increased tremendously in the field. One delegation requested the Chairman of the Advisory Committee to clarify what was meant by "no new project posts" at headquarters. The Chairman of the Advisory Committee responded that this recommendation was made, in the interim, because of the issue of additional office accommodation. The secretariat responded that, over the past 10 years, total posts in the field had increased from 80 to 84 per cent and that project posts at headquarters were required to give guidance to field offices on overall programming issues. One delegation recognized the need for headquarter-based project staff to provide a global back-up for country programmes but was concerned, however, about decisions taken elsewhere having implications for the budget that were related to decisions on the structure of programme activities. Another delegation reiterated the concern of the Advisory Committee about the high number of project posts at headquarters and said that there should be clear criteria for the establishment of project posts versus core posts.

34. At the conclusion of the debate on project posts through global funds, the Committee requested that the secretariat provide the Executive Board, at its next regular session, with a comprehensive review of the following: existing project posts and the criteria for the establishment of project posts at headquarters in relation to core posts and to their respective functions, bearing in mind the principles that core functions should be financed from the administrative and programme support budget; the criteria for the conversion

of posts from project to core and vise versa; and the criteria for the establishment of posts through supplementary funding. The Committee further recommended that, pending the comprehensive review of the project posts to be made at the 1992 regular session of the Executive Board, the secretariat maintain a net zero growth in project posts charged to general resources, making use, in the meantime, of existing project posts in order to address emerging priorities.

35. Several delegations concurred with the recommendations of the Advisory Committee not to approve some of the additional international Professional and additional 12 General Service core posts. However, these delegations supported the strengthening of the Geneva Office because of its important contacts with National Committees for UNICEF and the development and political climate in Central and Eastern Europe. The secretariat explained that these posts were proposed in the budget documents after a very careful review and that several other posts that were requested were not proposed in the budget submission. The secretariat further clarified that the 12 new General Service posts in the budget included two for Central and Eastern Europe and that, of the remaining 10 posts, six were senior General Service posts in the semi-professional category and only four were of support staff positions. The Committee endorsed the proposals of the Advisory Committee and recommended to the Executive Board against the establishment of the following core posts at headquarters: Associate Director (D-2), Programme Division; Director (D-2), Planning and Coordination Office; Information Officer (P-4), Division of Information; Public Affairs Officer (P-4), Division of Public Affairs; and 10 General Service posts at headquarters. In view of the need to strengthen the Geneva Office, the Committee recommended that the post of Operations Officer (P-4) be established in Geneva through redeployment from within existing posts at headquarters. For Central and Eastern Europe, the Committee recommended that the four additional core posts, established on the basis of decision 1990/5 (E/ICEF/1990/13), be reviewed at the 1993 regular session of the Executive Board. The Director (D-1), Planning Office, is hereby reinstated.

36. The Committee concurred with the budget proposals for the establishment of 39 additional core posts (16 international Professional, 14 National Officers and 9 General Service) and 27 additional prorated posts (14 international Professional and 13 General Service).

37. Many delegations supported the Advisory Committee recommendation for UNICEF to use restraint in the upgrading of posts, particularly at headquarters, while a few delegations considered that the upgradings were desirable and preferred to the creation of new posts. The secretariat responded that all posts in the grade level P-1 to P-5 had been classified by independent job classification panels in UNICEF using the standards established by ICSC, and only those posts that were classified at the higher level were included in the budget proposals. The Committee endorsed the recommendations of Advisory Committee and recommended to the Executive Board against the proposed upgrading of the following posts: Director, Evaluation Office, to D-2; Counsellor to the Executive Director to D-1, Special Assistant/Director, United Nations Affairs, to D-1, Special Assistant to P-4 and Executive Assistant to P-4 (Office of the Executive Director); Chief, Recruitment and Staff Development Section, to D-1, Senior Personnel Officer to P-5, Training Officer to P-5, Chief, Remuneration Unit to P-5, Recruitment Officer to P-4 and two Personnel Officers to P-4 (Division of Personnel).

38. The Committee also decided that any new posts or reclassifications recommended in the proposed budget and not approved by the Executive Board shall not continue to be financed and be implemented through the use of other funding sources without the prior approval of the Executive Board.

39. Some delegations supported the Advisory Committee recommendation on the level of representative posts as well as the methodology used by the secretariat to determine their level. However, these delegations went on to caution the secretariat on the upgrading of too many representative posts to the D-2 level. Some delegations stated that the level of senior programme officer posts should not be linked to the level of the representative posts. The secretariat assured the delegations that the level of the senior programme officers were also determined using ICSC standards and were not automatically linked to the level of the representative posts. The secretariat further confirmed that the Executive Board requested UNICEF to establish criteria beyond the normal standards established by ICSC to determine the level of representative posts and referred delegations to paragraph 44 of the budget document (E/ICEF/1991/AB/L.1) which clarified the methodology used. The secretariat confirmed that this criteria was used for the upgrading of most of the representative posts. Some delegations requested the result of the Advisory Committee recommendation for the application of the criteria for representative posts at the D-2 level on the basis of programme throughput over a period of five years. The secretariat responded that this exercise, covering five years, resulted in the D-2 level for the two posts concerned. The Committee took note of the following criteria for grade levels for UNICEF representative posts as reported in paragraphs 42 to 46 of the budget proposals (E/ICEF/1991/AB/L.1):

(a) Total programme throughput for a given country, including all sources of funds: general resources, supplementary funds, funds provided for emergency operations, etc.;

(b) Total number of Professional staff supervised;

(c) The size of the operating costs of the administrative budget;

(d) Other qualitative considerations that do not fit into a mathematical formula.

40. The Committee requested that the secretariat provide the Executive Board, at its next regular session, with a report on the application of criteria for grade levels for UNICEF representative posts, keeping in mind the importance attached to common standards of the United Nations system in this area. The Committee further recommended that offices with large programme throughput be evaluated on the basis of a five-year period, thus eliminating emergency operations where D-2 posts may not be warranted on a long-term basis. Thus, it was confirmed by the Committee that the posts are to be upgraded to the levels indicated in paragraph 46 of the budget document (E/ICEF/1991/AB/L.1).

41. In the context of approving all budget proposals for the field, the Committee endorsed the criteria for core staffing as explained in paragraphs 32 to 40 of the budget document (E/ICEF/1991/AB/L.1).

42. The Committee requested the secretariat to provide the Executive Board, at its next regular session, with a review of the adequacy of the 6 per cent surcharge reserved to recover administrative, personnel and operating costs.

43. The Committee reviewed the proposed budget estimates and recommended that the proposed expenditure estimates for the biennium 1992-1993 be approved for $390,954,307. The Committee also recommended that the income estimates related to the proposed budget be approved for $25 million. (See tables 1-3 attached, and chap. IV, decisions 1991/28 (resolution 6) and 1991/29 for the recommendations of the Committee as adopted by the Executive Board.)

44. At the final meeting of the Committee, following its approval of the budget expenditure estimates for the biennium 1992-1993 (decision 1991/29), one delegation said that paragraphs 4 and 6 of the decision concurred with the recommendations of the Advisory Committee regarding the proposed establishment and upgrading of posts at headquarters. While supporting those two paragraphs, the delegation noted that there were still many proposed posts that were not addressed in the report of the Advisory Committee. It was also noted that the views presented in the report of the Board of External Auditors differed from those of the Advisory Committee regarding certain posts. The delegation regretted that, due to lack of time and an extremely heavy workload, the Committee could not devote sufficient time to the establishment and upgrading of those posts. The lack of appropriate documentation, such as a table indicating the proposed posts to be created at headquarters, hampered the Committee's deliberations. It was the view of that delegation that the Committee should have examined all proposed posts, not only those mentioned in the report of the Advisory Committee. That examination should have been conducted in greater depth, and in an equal manner, in order to preserve the principle of fairness and equity to all members of the UNICEF secretariat.

## VI. HEADQUARTERS OFFICE ACCOMMODATION

45. The Committee considered the Executive Director's recommendation to rent additional headquarters office space as described in document E/ICEF/1991/AB/L.9, together with the relevant observations and comments of the Advisory Committee contained in their report dated 11 April 1991 (E/ICEF/1991/AB/L.10) (see also para. 26 above).

46. With reference to paragraph 57 of the Advisory Committee report, several delegations expressed concern that UNICEF had already signed a two-year lease for additional office space at One Dag Hammarskjold Plaza, without prior consultation with or approval of the Executive Board. The secretariat responded that the Executive Director had exercised his authority to sign a short-term lease only after it was confirmed that the relevant costs could be financed from savings in the 1990 administrative budget. The lease was only intended as a bridging solution for a short period of time until the Executive Board approved a permanent long-term arrangement to solve the critical headquarters office space problem. There was no intention on the part of the secretariat to preempt the authority of the Board regarding this matter. The secretariat emphasized that a long-term solution to the office space problem was urgently required. The Executive Director's recommendation in this regard would provide a solution to the problem until mid-2002, when the UNICEF House lease expires.

47. There was almost unanimous endorsement of the recommendations made by the Advisory Committee in their report (E/ICEF/1991/AB/L.10). The main recommendations were that UNICEF should consider leasing the 14th and 15th floors at UNICEF House, which are currently used as apartments and rented by the United Nations Development Corporation; that UNICEF should examine the possibility of redeploying staff from headquarters to field offices; that no additional space be rented at this time in view of the lease UNICEF has signed for space at One Dag Hammarskjöld Plaza; and finally, that a market study be prepared, including a cost-benefit analysis of the real estate market in New York and surrounding areas, comparing the purchase price and rental costs of suitable buildings.

48. Some delegations expressed the view that the office space problem for UNICEF headquarters should not be examined in isolation. It should be looked at in the broader context of overall UNICEF organizational structure and future staffing needs on a long-term basis.

49. Some delegations suggested that it was time for an administrative management study to be undertaken with respect to current organization, operating procedures and levels of staffing in UNICEF, including the deployment of project and core staff at headquarters and in the field. (See chap. IV, decision 1991/31 for the recommendation of the Committee as adopted by the Executive Board.)

50. Several Committee members expressed concern about the growth of posts at headquarters, and particularly those posts that were being financed from project funds. As a result, UNICEF House had reached full capacity in less than four years.

51. Several delegations said that since the secretariat had already rented space at One Dag Hammarskjold Plaza, there was no need to rent any further space for at least the next two years. (See chap. IV, decision 1991/27 for the recommendation of the Committee as adopted by the Executive Board.)

## VII. UNICEF STAFFING

52. The Committee reviewed documents E/ICEF/1991/AB/L.2 and Corr.1, which is presented annually to the Executive Board.

53. One delegation commented on the beneficial effects of rotating staff between field offices and headquarters and requested the secretariat to provide details on UNICEF rotation criteria. The secretariat agreed that there were many beneficial effects to be gained by staff rotation and, as an example, informed the Committee that all geographical section heads at UNICEF had been formerly in field offices. The secretariat explained that headquarters staff are considered for rotation every five years and that field staff are considered for rotation every three to five years. The secretariat also stated it was looking into better ways to conduct the rotation exercise.

54. One delegation suggested that a background paper on UNICEF recruitment policies would be very useful to the Executive Board. The delegation also inquired about the number of women and geographical representation among UNICEF staff. The secretariat responded that 47 per cent of UNICEF

international Professional staff are from developing countries, and to further increase this percentage, the Division of Personnel has planned a recruitment mission in Africa. The secretariat also responded that UNICEF has met the 33 per cent target for representation of women and is aiming for even greater representation. (See chap. IV, decisions 1991/32 and 1991/33 for the recommendations of the Committee as adopted by the Executive Board.)

## VIII. REVISED MODEL BASIC COOPERATION AGREEMENT

55. Some delegations expressed some concern about document E/ICEF/1991/L.1/Rev.1/Corr.1. One delegation questioned why a separate agreement was needed for UNICEF. It was suggested that since the basic principles of all United Nations agencies were similar, there should be no need for a new agreement to be proposed by UNICEF. It was further mentioned by delegations that the principles outlined in General Assembly resolution 44/211 of 1989 should be recognized and implemented accordingly. One delegation thus requested further informal meetings to enable them to give the model Agreement adequate review. It was mentioned that the model Agreement contains provisions with various legal implications that require an in-depth of review by the Board.

56. The secretariat reiterated as it had in 1990, that the model Agreement would serve only as a basis for negotiation and that it was not in any way binding on Governments. It explained that the mandate of each United Nations agency was different from the other and referred specifically to the UNICEF financial regulation 8.2 which required UNICEF to enter into a Basic Agreement with Governments with which it cooperates. The purpose of the proposal to use the model Agreement as a basis for negotiations, the secretariat continued, is that most agreements were signed 20 to 40 years ago. It was, therefore, necessary for UNICEF to update current agreements with Governments.

57. One delegation stated that there was no reason to renegotiate existing agreements, with another delegation concurring that since the 1950 agreements with countries have been revised and changes made to update them. Other delegations, however, mentioned that the model Agreement was acceptable but some articles needed to be revised before they could be incorporated in the document. Delegations proposed various amendments in their statements and proposed that further discussions be postponed until these concerns were resolved. Some delegations which had commented on the model Agreement finally noted that they would not constitute an "obstacle" to Governments that wish to renegotiate with the secretariat.

58. The secretariat appreciated the proposals and the suggestion to consult further with delegations and proposed that the Board allow the secretariat to use the model Agreement as a basis for negotiation with Governments willing and requesting a renegotiation of their agreement with UNICEF. (See chap. IV, decision 1991/34 for the recommendation of the Committee as adopted by the Executive Board.)

## IX. GREETING CARD AND RELATED OPERATIONS

59. The Committee considered the following Greeting card and related operation (GCO) documents:

(a) Financial report and accounts for the 1989 season for the year ended 30 April 1990 (E/ICEF/1991/AB/L.5);

(b) Provisional report of the 1990 season (covering the period 1 May 1990-30 April 1991) (E/ICEF/1991/AB/L.4);

(c) 1991 work plan and proposed budget (E/ICEF/1991/AB/L.6).

60. Several delegations commended the Director, GCO, on his informative opening presentation and expressed satisfaction with the excellent results reported by GCO for 1989 and 1990. Congratulations were extended to those responsible for the results, especially the many volunteers involved. GCO optimism regarding future growth was welcomed, although caution was advised in pointing out that some growth might be limited if exchange rates moved in an unfavourable direction. In response, the Director, GCO, thanked delegations for their constructive comments and supportive remarks, especially with regard to the new activities proposed for private sector fund-raising and special fund-raising events.

61. Several delegations approved of the excellent fund-raising materials and documentation developed for National Committees by GCO and supported their continued production. One delegation stressed the constructive role played by GCO in underwriting risk in direct mail fund-raising, a burden that National Committees are often unable to shoulder alone.

62. Several delegations supported the GCO proposal for a three-year fund-raising development programme.

63. The role of the Special Fund-raising Events and New Initiatives section was singled out by a number of delegations. Satisfaction was expressed that this section had become profitable already and had played a constructive role in vetting special events proposals. One delegation expressed the hope that creativity would not be stifled by too rigid a clearance process. Addressing the topic of vetting special events proposals, the Director, GCO, stated that while GCO would maintain flexibility on reviewing proposals, it was also important to apply the strictest standards to protect the impeccable image of UNICEF and the National Committees.

64. On the question of financial reporting, two delegations asked whether it might be possible to combine in one document the provisional results for the year 1990 with the final results for 1989. Another delegation suggested that figures be presented which had been adjusted for inflation. One delegation mentioned that an external review of the GCO budget by the Advisory Committee could prove useful. In reply to the question of reporting provisional results for 1990, the Director, GCO, explained that it was not possible to combine these with 1989 results as the former were not available in January, when the other GCO Board documentation had to be submitted to the Office of the Secretary of the Executive Board. On other financial and budgetary matters, the Director reminded delegations that the proposal made in the previous year

for an Advisory Committee review of the GCO budget had not led to a consensus. He stated his belief that an Advisory Committee review was not necessary, considering the special nature of GCO and the strict monitoring and controls mechanisms (offered by the Greeting Card Committee, BPRC, the Greeting Card Management Committee and the external and internal auditors).

65. One delegation, noting that it had been suggested at the last Executive Board meeting that GCO might change its name, counselled against changing the name for the time being on the grounds that this might lead to confusion and that greeting cards would continue to be the mainstay of GCO income for the next few years. While there was no great urgency to selecting a new name for GCO, the Director explained that GCO now did much more than sell cards. The present name no longer accurately reflected the full scope of the GCO mandate. He challenged delegations to suggest a new name; if possible, one that would allow retaining the acronym GCO.

66. An explanation of sales strategy, pricing and design selection for developing countries was requested. Two delegations congratulated GCO for its innovative products, and pointed out that these were in great demand in their countries. Regarding pricing and product offerings in developing countries, the Director, GCO, reported that local collections for local markets would again be expanded this year. All such collections as well as product pricing and marketing are determined only after close consultation with GCO sales partners in these countries.

67. In order to keep down costs and increase profits, GCO was asked by one delegation to exercise restraint in the establishment of new posts. A request was also made to study the possibility of saving money by relocating GCO New York headquarters to offices outside Manhattan. The Director of GCO responded that the suggestion to move GCO to another location would need to be carefully studied and analysed, bearing in mind the serious financial implications such a move would entail.

68. The issue of staffing in the Geneva GCO office was raised by one delegation. While it was regretted that several persons had recently left that office, the hope was expressed that the new Director of the office would be chosen soon and would possess both excellent marketing expertise and managerial talents. On the issue of staffing the Geneva GCO Office, the Director of GCO explained that decisions on appointment for three posts had already been taken. The post of Director was considered extremely important, so much so that advertisements had been placed in eight countries resulting in over 100 applications. A new Director would be selected shortly.

## X. STATEMENT BY THE CHAIRMAN OF THE UNICEF GLOBAL STAFF ASSOCIATION

69. The Chairman of the UNICEF Global Staff Association (GSA) addressed the Committee on UNICEF staff concerns.

70. The Chairman of GSA mentioned the adverse conditions faced by dedicated UNICEF staff, including physical threats. He also mentioned the problems caused by the weight of ever increasing workloads and new challenges.

71. The Chairman noted that this was the third consecutive year GSA had brought to the Executive Board the need for a child day-care centre at UNICEF New York which has not been met due to a lack of adequate space.

72. The Chairman listed the five priorities of the GSA work plan:

(a) Improvement of the situation of the ancillary staff;

(b) Introduction of a basic policy on part-time/flexitime/job-sharing policy to enhance the retention of women in the organization;

(c) Review of the present policy for the transfer of staff from core to non-core posts;

(d) Implementation of a survey to assess the quality of life of UNICEF staff and atheir dependents;

(e) Enhancing staff representation and participation in decision-making on matters affecting their conditions of service.

73. The Chairman thanked the Deputy Executive Director, Operations, for her continuous support, understanding and sensitivity to the concerns and expectations of staff.

74. The Chairman noted the continued support the Executive Board has shown for the improvement of staff conditions of service. He assured the Committee that UNICEF staff is dedicated to the UNICEF mandate and shall endeavour to meet the challenges placed before us.

## XI. OTHER BUSINESS

75. The Chairman, in a closing statement, said that in order to faciliate the Committee's future work, the Executive Board should request the Executive Director and the Advisory Committee to discuss the scheduling of the Board's regular session so as to improve the distribution of documentation.

## Table 1. Costs by category of expenditure and posts by grade: consolidation of all offices a/

(In United States dollars)

| COST | 1990-1991 APPROVED | 1990-1991 REVISED | 1992-1993 PROPOSED | CHANGES APPROVED VS. REVISED | | CHANGES REVISED VS. PROPOSED | |
|---|---|---|---|---|---|---|---|
| | | | | AMOUNT | PERCENTAGE | AMOUNT | PERCENTAGE |
| 1. STAFF COSTS | | | | | | | |
| (a) INTERNATIONAL | 94,596,926 | 102,286,351 | 121,631,854 | 7,689,425 | 8.1 | 19,345,503 | 18.9 |
| (b) LOCAL | 90,104,676 | 91,009,169 | 110,497,917 | 904,493 | 1.0 | 19,488,748 | 21.4 |
| TOTAL STAFF COSTS | 184,701,602 | 193,295,520 | 232,129,771 | 8,593,918 | 4.7 | 38,834,251 | 20.1 |
| 2. (a) GENERAL OPERATING COSTS HEADQUARTERS | 56,825,711 | 64,201,142 | 73,533,897 | 7,375,431 | 13.0 | 9,332,755 | 14.5 |
| (b) GENERAL OPERATING COSTS FIELD | 46,737,067 | 57,359,216 | 67,488,334 | 10,622,149 | 22.7 | 10,129,118 | 17.7 |
| (c) CAPITAL EXPENDITURES HEADQUARTERS | 2,183,447 | 2,196,223 | 3,013,000 | 12,776 | 0.6 | 816,777 | 37.2 |
| (d) CAPITAL EXPENDITURES FIELD | 1,199,026 | 1,186,250 | 2,831,780 | (12,776) | (1.1) | 1,645,530 | 138.7 |
| 3. PACKING AND ASSEMBLY COSTS | 10,347,662 | 8,934,249 | 11,957,525 | (1,413,413) | (13.7) | 3,023,276 | 33.8 |
| TOTAL COSTS | 301,994,515 | 327,172,600 | 390,954,307 | 25,178,085 | 8.3 | 63,781,707 | 19.5 |
| ESTABLISHED POSTS | | | | | | | |
| INTERNATIONAL PROFESSIONAL | | | | | | | |
| USG | 1 | 1 | 1 | 0 | 0.0 | 0 | 0.0 |
| ASG | 3 | 3 | 3 | 0 | 0.0 | 0 | 0.0 |
| D-2 | 20 | 20 | 23 | 0 | 0.0 | 3 | 15.0 |
| D-1 | 46 | 46 | 51 | 0 | 0.0 | 5 | 10.9 |
| P-5 | 146 | 144 | 156 | (2) | (1.4) | 12 | 8.3 |
| P-4 | 147 | 148 | 147 | 1 | 0.7 | (1) | (0.7) |
| P-3 | 78 | 81 | 81 | 3 | 3.8 | 0 | 0.0 |
| P-2/1 | 11 | 11 | 8 | 0 | 0.0 | (3) | (27.3) |
| TOTAL INTL. PROFESSIONAL | 452 | 454 | 470 | 2 | 0.4 | 16 | 3.5 |
| NATIONAL PROFESSIONAL | 211 | 211 | 225 | 0 | 0.0 | 14 | 6.6 |
| GENERAL SERVICE | | | | | | | |
| SECRETARIAL/CLERICAL | 1,297 | 1,311 | 1,327 | 14 | 1.1 | 16 | 1.2 |
| ANCILLARY | 96 | 84 | 77 | (12) | (12.5) | (7) | (8.3) |
| TOTAL GENERAL SERVICE | 1,393 | 1,395 | 1,404 | 2 | 0.1 | 9 | 0.6 |
| TOTAL POSTS | 2,056 | 2,060 | 2,099 | 4 | 0.2 | 39 | 1.9 |

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a/ Revised table 1 of E/ICEF/1991/AB/L.1.

Table 2. Prorated supplementary-funded project posts a/

| | 90-91 | 90-91 | 92-93 | CHANGES | |
|---|---|---|---|---|---|
| | Approved | Revised | Proposed | App vs Rev | Rev vs Prop |
| **INTERNATIONAL PROFESSIONALS** | | | | | |
| USG | | | | | |
| ASG | | | | | |
| L-7 | | | | | |
| L-6 | | | | | |
| L-5 | 3 | 5 | 5 | 2 | 0 |
| L-4 | 11 | 13 | 16 | 2 | 3 |
| L-3 | 10 | 13 | 16 | 3 | 3 |
| L-2/1 | 9 | 10 | 10 | 1 | 0 |
| Total IP | 33 | 41 | 47 | 8 | 6 |
| **NATIONAL PROFESSIONALS** | | | | | |
| **GENERAL SERVICE** | | | | | |
| Secretarial/Clerical | 39 | 46 | 52 | 7 | 6 |
| Ancilliary | | | | | |
| Total GS | 39 | 46 | 52 | 7 | 6 |
| TOTAL | 72 | 87 | 99 | 15 | 12 |

a/ Breakdown of summary status of annex XIV, table A, of E/ICEF/1991/AB/L.1.

## Table 3. Headquarters project posts charged directly to general resources a/

| PAT Number | Level | Post title | Division | STATUS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 1990 APPVD. | 1991 REV. | 1992 PROP. | |
| 90318 | L-7 | Director, emergency programmes | EXDIR | X | X | X | Trnsfr to Programme in 1991 |
| 87545 | L-7 | Special assistant to Executive Dir. | Programme | X | | | Abolished in 1991 |
| 83445 * | L-7 | Special adviser to Executive Dir. | Programme | X | X | X | |
| 88327 | L-7 | Manager, Bamako | Programme | X | X | X | |
| 90416 | L-7 | Associate director | Programme | X | X | | IFPPE |
| 85573 | L-7 | Special assistant | Programme | X | X | X | IFPPE |
| 90202 | L-6 | Principal public affairs officer | DPA | X | X | X | IFPPE |
| 90221 | L-6 | Project manager, fin. mgt. info. | EXDIR | X | X | X | IFPPE |
| 90342 | L-6 | Director, United Nations affairs | EXDIR | X | X | | IFPPE; abolished in 1992 |
| 89776 | L-6 | Special assistant, operations | EXDIR | X | X | X | IFPPE |
| 86618 | L-6 | Senior adviser, health | Programme | X | | | IFPPE; abolished in 1991 |
| 88328 | L-6 | Deputy manager, Bamako | Programme | X | X | X | |
| 90319 | L-7 | Special adviser to the Executive Dir. | Programme | X | X | X | |
| 88095 | L-6 | Senior adviser, statistics | Programme | X | X | X | IFPPE |
| 91040 | L-5 | Senior project officer | Evaluation | | X | X | IFPPE |
| 87005 | L-5 | Senior prog. officer, rapid assess. | Evaluation | X | X | X | IFPPE |
| 90419 | L-5 | Sr. proj. off., United Nations affairs | EXDIR | X | X | X | IFPPE |
| 91590 | L-5 | Senior adviser, health | Geneva | | X | X | |
| 90422 | L-5 | Senior programme funding officer | PFO | X | | | IFPPE; abolished in 1991 |
| 88103 | L-5 | Senior project officer, UCI | Programme | X | X | X | USHR |
| 89772 | L-5 | Senior project officer | Programme | X | X | X | IFPPE |
| 91013 | L-5 | Chief, cost economics | Programme | | X | X | IFPPE |
| 89629 | L-5 | Senior officer programme strategy | Programme | X | X | X | IFPPE |
| 89521 | L-5 | Senior adviser, environment | Programme | X | X | X | IFPPE |
| 89658 | L-5 | Senior adviser | Programme | X | | | IFPPE; abolished in 1991 |
| 88329 | L-5 | Senior adviser, Bamako | Programme | X | X | X | |
| 88330 | L-5 | Senior adviser, Bamako | Programme | X | X | X | |
| 88331 | L-5 | Senior adviser, Bamako | Programme | X | X | X | |
| 87522 | L-5 | Project officer, AIDS | Programme | X | X | X | AIDS |
| 87508 | L-5 | Project officer | Programme | X | X | X | IFPPE |
| 02500 | L-5 | Adviser, ORT | Programme | X | | | IFPPE; abolished in 1991 |
| 91009 | L-5 | Senior adviser | Programme | | X | X | |
| 87521 | L-5 | Senior adviser | Programme | X | X | X | IFPPE, USHR in 1991 |
| 90216 | L-5 | Senior adviser | Programme | X | X | X | IFPPE |
| 91648 * | L-5 | Information officer | Geneva | | X | X | |
| 90386 | L-4 | Communications officer | DOI | X | X | X | |
| 87483 | L-4 | Public affairs officer special events | DPA | X | X | X | IFPPE |
| 88280 * | L-4 | Public affairs officer | DPA | X | X | X | IFPPE |
| 91006 * | L-4 | Public affairs officer | DPA | | X | X | IFPPE |

* Changes made.

a/ Revised annex XIV, table C, of E/ICEF/1991/AB/L.1.

Table 3 (continued)

| PAT Number | Level | Post title | Division | STATUS 1990 APPVD. | 1991 REV. | 1992 PROP. | COMMENTS |
|---|---|---|---|---|---|---|---|
| 88274 | L-4 | Public affairs officer | DPA | X | X | X | IFPPE |
| 88146 | L-4 | Training officer | DOP | X | X | X | IFPPE |
| 88002 | L-4 | Planning officer | IRM | X | X | X | IFPPE; trnsfr to PD in 1991 |
| 89002 | L-4 | Historian/editor | OSEB | X | X | X | IFPPE |
| 91038 | L-4 | Planning officer | Planning |  | X | X | IFPPE |
| 90435 | L-4 | Special assistant | EXDIR | X | X | X | IFPPE |
| 02213 | L-4 | Project officer | Programme | X | X | X | IFPPE |
| 89011 | L-4 | Research officer | Programme | X | X | X | IFPPE |
| 87459 | L-4 | Project officer, planning and eval. | Programme | X | X | X | IFPPE |
| 89758 | L-4 | Project officer, AIDS | Programme | X | X | X |  |
| 89644 | L-4 | Project officer | Programme | X | X | X |  |
| 87507 | L-4 | Project officer, Africa | Programme | X | X | X | IFPPE |
| 90325 | L-4 | Project off., food nutrition survey | Programme | X | X | X |  |
| 86422 | L-4 | Project officer | Programme | X | X | X |  |
| 91515 | L-4 | Project officer, emergency | Programme |  | X | X |  |
| 88104 | L-4 | Project officer | Programme | X | X | X | USNR |
| 91007 | L-4 | Senior project officer | Programme |  | X | X | IFPPE |
| 91044 | L-4 | Project officer | Programme |  | X | X | IFPPE |
| 91008 | L-4 | Adviser | Programme |  | X | X |  |
| 86650 | L-3 | External relations officer | DPA | X | X | X | IFPPE |
| 86357 | L-3 | Information officer | DOI | X | X | X | IFPPE |
| 90271 | L-3 | Public affairs officer | DPA | X | X | X | IFPPE |
| 90054 | L-3 | Production/distribution manager | DOI | X | X | X | IFPPE |
| 03090 | L-3 | Editor | DOI | X | X | X | IFPPE |
| 87002 | L-3 | Socio economic analyst | Evaluation | X | X | X | IFPPE; upgrade in 1992 |
| 90420 | L-3 | Project officer | EXDIR | X | X | X | IFPPE |
| 88321 | L-3 | Planning officer | Planning | X | X | X | IFPPE |
| 85439 | L-3 | Project officer, emergency | Programme | X | X | X |  |
| 89643 | L-3 | Project officer | Programme | X | X | X |  |
| 89747 | L-3 | Project officer | Programme | X | X |  | Abolished in 1992 |
| 91014 | L-3 | Project officer | Programme |  | X | X | IFPPE |
| 91015 | L-3 | Project officer | Programme |  | X | X | IFPPE |
| 87003 | L-2 | Executive assistant, programmes | Programme | X | X | X | trnsfr to EXDIR in 1991 |
| 87014 | L-2 | Asst. information officer, radio | DOI | X | X | X | IFPPE; upgrade in 1992 |
| 88137 | L-2 | Research officer | Evaluation | X | X | X | IFPPE |
| 91674 * | L-2 | Trainee | Geneva |  | X | X |  |

Table 3 (continued)

| PAT Number | Level | Post title | Division | STATUS 1990 APPVD. | 1991 REV. | 1992 PROP. | COMMENTS |
|---|---|---|---|---|---|---|---|
| 89738 | L-2 | Assistant project officer | Programme | X | X | X | IFPPE |
| 84474 | L-2 | Assistant project officer | Programme | X | X | X | |
| 83352 | L-2 | Assistant project officer, emergency | Programme | X | X | X | |
| 90273 | L-2 | Research assistant, advocacy | Programme | X | | | abolished in 1991 |
| 91010 | L-2 | Assistant project officer | Programme | | X | X | |
| 91514 | L-1 | Trainee | Programme | | X | X | |
| 88138 | G-6 | Administrative assistant | Evaluation | X | X | X | IFPPE |
| 87369 | G-6. | Historian/editorial assistant | OSEB | X | X | X | IFPPE |
| 88332 | G-6 | Administrative assistant, Bamako | Programme | X | X | | Abolished in 1992 |
| 87518 | G-6 | Senior edit. research assistant | Programme | X | X | X | IFPPE |
| 83480 | G-6 | Statistical assistant | Programme | X | X | X | IFPPE |
| 90407 | G-6 | Project assistant | Programme | X | X | X | |
| 91043 | G-6 | Editorial assistant | Programme | | X | X | IFPPE |
| 91042 | G-6 | Distribution sales assistant | Programme | | X | X | IFPPE |
| 87519 | G-5 | Senior secretary | Programme | X | X | X | IFPPE |
| 88333 | G-5 | Secretary, Bamako | Programme | X | X | X | |
| 90417 | G-5 | Principal secretary | Programme | X | X | | IFPPE |
| 90320 | G-5 | Principal secretary | Programme | X | X | X | Educ |
| 88326 | G-5 | Secretary | Programme | X | | | Educ; abolished in 1991 |
| 90436 | G-5 | Secretary | EXDIR | X | X | X | IFPPE |
| 90242 | G-5 | Senior secretary | EXDIR | X | X | X | IFPPE |
| 90296 | G-4 | Photo production/distribution clerk | DOI | X | X | X | IFPPE |
| 87022 | G-4 | Senior secretary | DOI | X | X | X | IFPPE |
| 86362 | G-4 | Senior secretary | DOI | X | X | X | |
| 90336 | G-4 | Secretary | DPA | X | X | | IFPPE; abolished in 1992 |
| 88344 | G-4 | Secretary | DPA | X | X | X | IFPPE |
| 88345 | G-4 | Secretary | DPA | X | X | X | IFPPE |
| 88315 | G-4 | Secretary | DOP | X | X | X | IFPPE; upgrade in 1992 |
| 87007 | G-4 | Secretary | Evaluation | X | X | X | IFPPE |
| 89451 | G-4 | Secretary | Evaluation | X | X | X | IFPPE |
| 85552 | G-4 | Senior secretary | IRM | X | X | X | IFPPE; transfer to PD in 1991 |
| 88322 | G-4 | Senior secretary | Planning | X | X | X | IFPPE |
| 90421 | G-4 | Secretary | EXDIR | X | X | X | IFPPE |
| 91591 | G-4 | Senior secretary | Geneva | | X | X | |
| 92033 | G-4 | Secretary | Geneva | | | X | |
| 88105 | G-4 | Secretary | Programme | X | X | X | USHR |
| 90217 | G-4 | Secretary | Programme | X | X | X | IFPPE |

## Table 3 (concluded)

| PAT Number | Level | Post title | Division | STATUS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 1990 APPVD. | 1991 REV. | 1992 PROP. | |
| 88096 | G-4 | Secretary | Programme | x | x | x | IFPPE |
| 88335 | G-4 | Secretary, Bamako | Programme | x | x | x | |
| 88336 | G-4 | Secretary, Bamako | Programme | x | x | x | |
| 88337 | G-4 | Secretary, Bamako | Programme | x | x | x | |
| 88334 | G-4 | Secretary, Bamako | Programme | x | x | x | |
| 90240 | G-4 | Senior secretary | Programme | x | x | x | IFPPE |
| 89739 | G-4 | Senior secretary | Programme | x | x | x | IFPPE |
| 90239 | G-4 | Senior secretary | Programme | x | x | x | IFPPE |
| 89770 | G-4 | Senior secretary | Programme | x | x | x | IFPPE |
| 88325 | G-4 | Secretary | Programme | x | x | x | IFPPE |
| 89012 | G-4 | Secretary | Programme | x | x | x | IFPPE |
| 89714 | G-4 | Secretary | Programme | x | x | x | |
| 85444 | G-4 | Senior secretary | Programme | x | x | x | |
| 88159 | G-4 | Secretary | Programme | x | x | x | IFPPE |
| 83446 | G-4 | Senior secretary | Programme | x | x | x | |
| 89546 | G-4 | Senior secretary | Programme | x | x | x | IFPPE |
| 87457 | G-4 | Monitoring clerk | Programme | x | | | IFPPE; abolished in 1991 |
| 88324 | G-4 | Secretary | Programme | x | x | x | IFPPE |
| 89716 | G-4 | Secretary | Programme | x | x | x | |
| 83434 | G-4 | Senior secretary | Programme | x | x | x | IFPPE |
| 91016 | G-4 | Senior secretary | Programme | | x | x | IFPPE |
| 91017 | G-4 | Senior secretary | Programme | | x | x | IFPPE |
| 88343 * | G-4 | Senior secretary | DPA | x | x | x | IFPPE |
| 91041 * | G-4 | Secretary | DPA | | x | x | IFPPE |
| 83343 | G-3 | Clerk/typist | Programme | x | | | IFPPE; abolished in 1991 |
| 87517 | G-3 | Library clerk | Programme | x | x | x | IFPPE |
| 90295 | G-3 | Publication distribution clerk | DOI | x | x | x | |
| 90272 | G-3 | Secretary | DPA | x | x | x | IFPPE |
| 91039 | G-3 | Senior secretary | Planning | | x | x | IFPPE |
| 89715 | G-2 | Clerk | Programme | x | x | x | |

| | SUMMARY STATUS | | |
|---|---|---|---|
| | 1990 | 1991 | 1992 |
| INTERNATIONAL PROFESSIONAL | 65 | 75 | 72 |
| GENERAL SERVICE | 53 | 57 | 55 |
| TOTAL | 118 | 132 | 127 |

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### كيفية الحصول على منشورات الأمم المتحدة

يمكن الحصول على منشورات الأمم المتحدة من المكتبات ودور التوزيع في جميع أنحاء العالم . استعلم عنها من المكتبة التي تتعامل معها أو اكتب إلى : الأمم المتحدة ، قسم البيع في نيويورك أو في جنيف .

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